

Sales Management

- ★ **Chevrolet's Cure for the Used Car Headache—An Interview with W. E. Holler**
- ★ **How Advertisers Pre-test the Pulling Power of Premiums—By Frank H. Waggoner**
- ★ **Work Plans Versus Pep and Platitudes for Salesmen—A Sales Control Story**
- ★ **Chek-Chart Shaw—the Lad Who Revolutionized Automobile Service Methods**
- ★ **Marketing Flashes—Advertising Campaigns—Significant Trends—Scratch-Pad**



Officers of U. S. Army and Navy give TIME first ranking among magazines

...because the news is important to them.

Detailed survey on request

“Did anyone see a SALE?”

THIS gentleman has just lost a sale. A perfectly good sale that was already in the bag. Last night Mr. and Mrs. Consumer saw a color ad for his baked beans in a magazine. That ad looked good enough to eat. It sent Mrs. C. to the grocer to get those baked beans. But she didn't get *those* baked beans.

Our friend here doesn't know why, but he can guess . . . The grocer probably didn't stock his brand. Or maybe he talked up another one. Or maybe he had another kind displayed more temptingly.

There are lots of ways to lose a sale at the dealer's store. But there's just one sure way to clinch it. That's to make your advertising sell "BOTH sides of the counter."

★ ★ ★

Many advertisers are busy right now, making sure they won't be in this gentleman's shoes when their Fall campaigns break.

If past years mean anything, THIS WEEK's advertisers won't.

Here's one, for example, who proved that to himself last year. His men (and ours, too) sold the trade on each ad weeks before it ran. The dealers cooperated with some 9,000 "features"—store displays, tie-up ads, etc. They liked one ad well enough to display 25,000 reprints of it in their stores. And not only old customers, but many new outlets, stocked up their

shelves in advance.

That advertiser's back again. And you can be sure *his* Fall campaign won't start out with two strikes on it.

Why does the trade play ball with THIS WEEK? Probably because THIS WEEK plays ball with them.

THIS WEEK recognizes that the local dealer sells to a neighborhood, not a nation. Instead of scattering our more-than-5,300,000 copies all over the map, we pile them up near the busiest stores—in 24 key markets that do 62% of all retail sales. The result: THIS WEEK gives those stores 3 to 5 times the coverage of other magazines.

And THIS WEEK gives them something else that other magazines can't offer: the local sales punch of 24 great metropolitan newspapers. 24 papers that the public shops thru day in and day out. That the dealer swears by, because they bring quick results for his own ads.

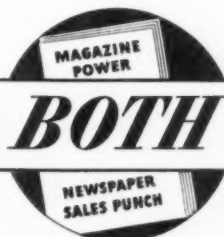
★ ★ ★

Here's something that may help your Fall campaign not only drum up sales, but close them. And there's still time to add it to your schedule.

You can still make the September 18th issue . . . With a color-page schedule for just \$2.49 per thousand families—less than any magazine on your list. Or \$1.41 per thousand for a half-page in full color—which no other magazine will sell you at any price.



THIS WEEK *sells BOTH sides of the counter*





Sweat and Salt

"Workers who sweat need salt," is the odd, but scientifically accurate, slogan which Morton Salt Co., Chicago is flinging to the breeze.

It follows the company's "Heat Fag" campaign started last May to promote the use of salt among industrial workers as a safeguard against what is variously termed muscle cramp, miners' cramps, stokers' cramps, etc. Foundry men, steel mill employees and others who work hard in hot spots have long suffered from these paralyzing cramps.

During the construction of Boulder Dam this type of cramps became so prevalent that Harvard University and the government made a special study of it. Here, and in steel mills where similar research was done, it was found that the cramps could be completely eliminated by putting a fixed amount of salt in the drinking water.

Morton last Spring announced a mechanical dispenser which could be placed near the water supply. It holds 10-grain tablets, in compressed form, of pure table salt. Buyers in the main are plant managers who want to keep their men in condition for brawn-work.

To reach these men, pages were run in such magazines as *Iron Age*, *Factory Management & Maintenance*, *National Safety News*, *Power*, and *Industrial Equipment News*. Direct-mail folders supplement. Medical authorities are quoted as recommending ten tablets a day, taken at intervals, for men who sweat freely.

That good old word "sweat" is boldly used in all the company's publicity. Morton officials feel that Nice Nelly "perspiration" or "glow" would evoke raucous hoots from the dripping men whose muscles help turn out steel ingots, dams and such.

Phoebe Snow II

We're behind on our knitting. We should have reported, long since, that Phoebe Snow's back again, folks, in the form of a doll manufactured by the Victoria Doll Co. Phoebe, in case you're too young to remember, is the gorgeous creature whose picture used to enliven the advertisements of the Delaware, Lackawanna & Western Railroad a generation or so ago, and the subject of many a merry verse. Remember, when about to go upon a trip to Buffalo, she'd say:

"My gown stays white,
From morn till night
Upon the Road of Anthracite."

But Phoebe was abandoned about the time of the World War when, under Federal control, all railroads were forced to burn soft coal. There's a possibility that she may be revived, however, to advertise the air-conditioned trains the D. L. & W. line is now operating.

The Victoria Doll Co.'s Phoebe doesn't look a bit like her shirt-waisted prototype, but she's just as gorgeous and considerably more appealing to the youngest generation. She's dressed in white

Celanese taffeta, with marabou border on skirt, jacket and hat.

We heard about Phoebe from her originator, Mrs. Celia Winnegrad, Victoria Doll Co.'s designer and the person responsible for the firm's "Winnie-Maid" line. Mrs. Winnegrad, or Winnie, as she's known in the trade, conceived the idea of a Phoebe Snow doll last winter. By the time permission to use the name and idea had been obtained from the Lackawanna people, and the details of the costume had been worked out, it was December—much too late to promote a doll properly. Just the same several stores bought Phoebe and there was some promotion. Both Bamberger's, Newark, and Stern Bros., New York, used newspaper advertising to introduce her, with her picture and nostalgic copy, mentioning the original Phoebe who had remained spotless through so many train rides.

Mrs. Winnegrad had hoped that possession of the doll would inspire little girls with a love of cleanliness. Her part in the promotion plan was the writing of some jingles in the meter of the original Lackawanna advertising, but with a juvenile slant.

Says Phoebe Snow
I see you know
As Mothers should
The way to go
On Lackawanna trains delight
To keep the children clean and bright
To play with Dolls snowy white.

The jingles were printed in a tiny book with seven black pages on which to write "a Phoebe Snow Rhyme each day." A prize was offered for the best set of jingles returned to the Victoria Doll Co. The pages of the book were held together by a white silk cord, which was attached to the doll. The back cover, appropriately carried a drawing of a Lackawanna train.

Mrs. Winnegrad, whose children are grown up, didn't get into the doll-designing business until five years ago. She had been a designer of children's dresses, and when Jack Jacksier, a doll manufacturer, asked her to try her hand at a couple of dresses for his dolls, she agreed readily. First, however, she made a tour of the toy sections of several New York stores, and was amazed to see how badly most doll dresses were made—"just a piece of cloth and two holes for the arms—no proportions, no fit to them," she said indignantly.

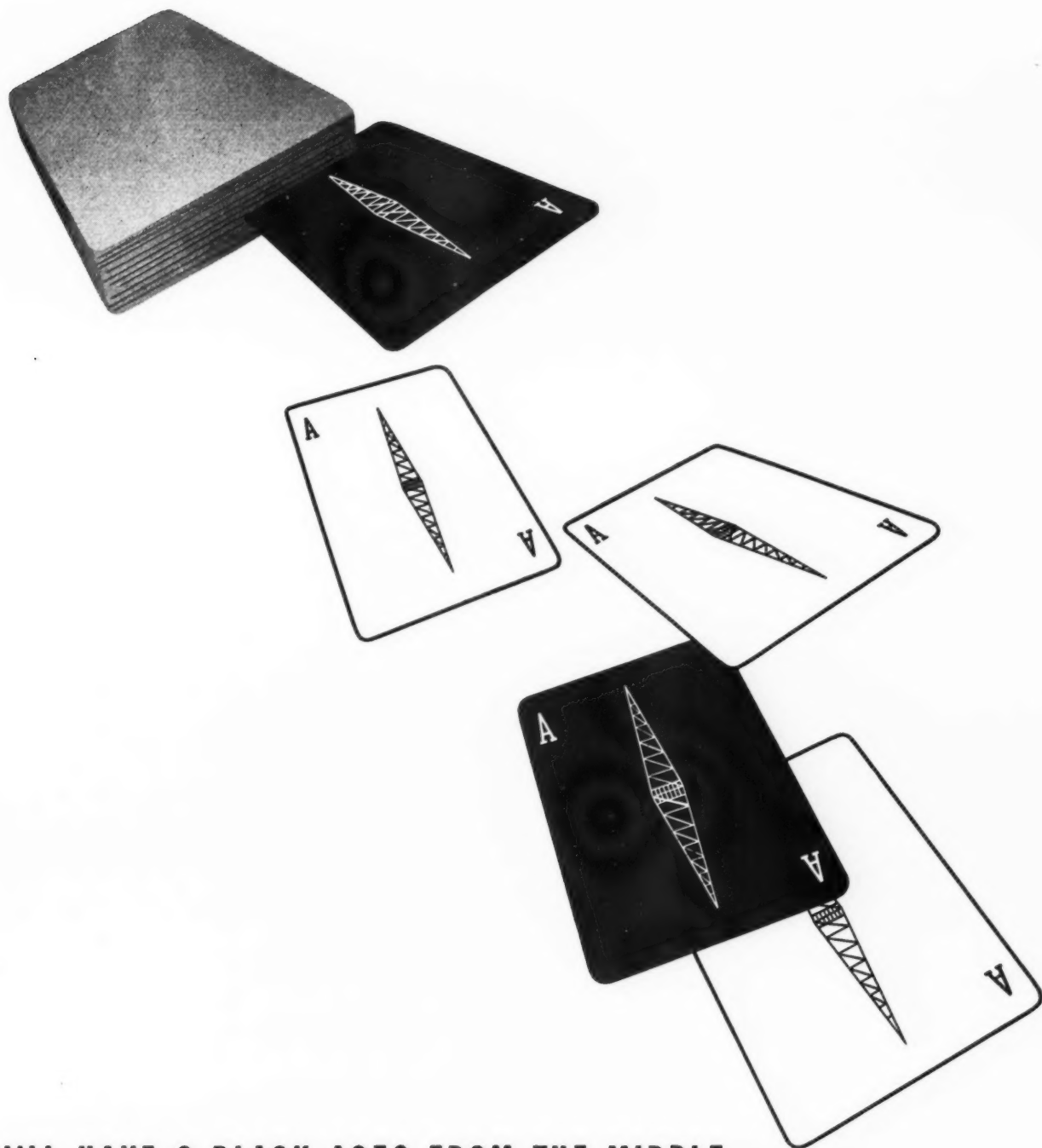
Applying the methods she had used with children's clothes to doll dresses, she made the two requested, and Jacksier took them out and found toy buyers enthusiastic about them. He promptly invited Mrs. Winnegrad to become a permanent member of his staff, and stepped up his line from inexpensive to high-grade dolls. The firm has prospered since then, and Winnie-Maid dolls may now be found in most of the big department stores.



Hard coal and railroading were her grandparents . . .

The doll business is highly seasonal, with the new numbers coming out once a year, well in advance of Christmas, when three-fourths of the year's sales are made. Mrs. Winnegrad originates about sixty new designs a year; she designs coiffures and costumes. When asked if she doesn't find it hard to invent sixty designs a year, she said, "Oh, no; I could think up twice as many." Her dresses are planned and fitted as carefully as those for children—that's why the line stands out. The trend this year is

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright August 15, 1938, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. August 15, 1938. Volume XLIII. No. 4.



**"I'LL HAVE 2 BLACK ACES FROM THE MIDDLE—
AND 3 GREEN ONES FROM THE TOP"**

Wouldn't it be nice at your next bridge game, if you could refuse any card that wasn't an ace? Wouldn't your profits be high at the end of the evening? • Mutual allows you to be just that choosey, with your radio cards, in the game of business • On Mutual it's not the dealer—it's you who make up your network hand. You are not dealt stations in arbitrary sets. You call your own cards—take your pick of the pack—guided entirely by your own marketing geography • No wonder Mutual hands are being held by more and more successful advertisers: by Philip Morris, for example, and by Bayuk, and by the makers of Baume Bengué—in fact by 43% of all the new network users during the past 12 months!



THE MUTUAL BROADCASTING SYSTEM • COAST TO COAST

LOOK AT ALL THREE



—to pick the steady sales areas

Industry, farm and trade each employ approximately one-third of the workers in the United States. Find the sales areas which most closely approach this balance and you have the markets in which buying power fluctuates the least in good times and bad.

How Workers Make a Living in Some of the Leading States:

	Industry	Farming	Trade
WISCONSIN	33%	34%	33%
New York	37	8	55
California	25	20	55
Illinois	41	16	43
Pennsylvania	52	11	37
Michigan	49	19	32
Massachusetts	52	5	43
New Jersey	53	5	42
Iowa	16	49	35
Kentucky	21	53	26
Vermont	27	43	30
Texas	12	53	35
Indiana	39	30	31

Wisconsin's perfectly balanced income producing groups assure steady sales gains in good times and minimize the decline in less active periods.

The
Milwaukee Journal
"FIRST by MERIT"

toward greater realism than ever, with not only the dolls' clothes resembling those of their flesh-and-blood owners, but with hair-do's also resembling those of little girls. Some of the dolls have wigs of human hair. Blondes are in greatest demand.

The dolls in the Victoria line range from twelve to twenty-four inches in height. This year a doll with a soft face, painted to look like a child's, is very popular, as are also the firm's baby dolls that resemble real babies, except that they're prettier and dressed in handsomer clothes than most real babies wear. (Modern mothers have Spartan ideas about the way to dress their offspring now.) There are no raw edges on the underclothes worn by Winnie-Maid dolls, and hems are finished with lace. Buttons are sewed on by hand; buttonholes are loops.

Mrs. Winnegrad takes it for granted that forty of the sixty models she creates annually will go over well. "I've never made one that was a failure," she told us. Mrs. Winnegrad is a bit adventurous. On the day SM interviewed her she had ordered a dozen hand-crocheted bed-jackets. The woman who had made them angled for a larger order, arguing, "You'll see a lot of these; they're going over big." To which Mrs. Winnegrad had countered, "How do you know?"—for she doesn't believe in prophecies, especially in the doll business.

Cat Shooting Starts September 1

"Extra! Thousands of cats to be shot!" is the headline the press agent offers for this story. The story is that open season has been declared on cats by B. Kuppenheimer & Co., Inc., of Chicago. Yes, starting on September 1 and closing on December 15 will come the greatest cat-shooting contest of record.

Kuppenheimer has nothing against cats. In fact, it so admires cats and their longevity that the cat has become a sort of trademark for its "Valgora" coat—"the coat with nine lives." The cats are to be shot not with guns but with cameras. Possibly you've heard something of this candid camera frenzy—

Amateur photographers can get the dope on the contest by calling on any store carrying Kuppenheimer clothes and picking up entry blanks. Cash prizes will be given for the most dramatic and unusual photos of cats or kittens. Contestants will turn the pictures in to their local stores. That means two visits: one to get the blanks and one to submit the pictures.

The idea is to increase store traffic, stimulate interest in Valgora coats and, generally, in Kuppenheimer clothes. Clever stunts are said to be in the making for the use of local windows for advertising tie-ins. Local stores will not only display the local pictures but will route them into the national contest.



No amateur—but the great Sarra—made this "cat-snap" used to publicize the contest.



It's OVER again!

Kentucky for the first 5 months of 1938 GAINED .6 per cent in farm income over the same period of 1937 — as against a 15 per cent slump in National farm income. The record is all the MORE REMARKABLE, because with total revenue of \$158,878,000 in 1937, Kentucky had the largest percentage of gain of any State over its 1936 farm receipts, totalling \$123,977,000. This tells why life insurance policies gained 9.1 per cent in Kentucky during the January-April period, while dropping 19.3 per cent in the country as a whole — and why Sales Management's index of effective buying income rated Kentucky at 98.4, as against 91.6 for the United States. For results in this productive field start schedules NOW in

The Courier-Journal.
THE LOUISVILLE TIMES.

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

AUGUST 15, 1938

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Sales Management

VOL. XLIII. NO. 4

AUGUST 15, 1938

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Notes from the Managing Editor's Desk

In manufacturing its product SALES MANAGEMENT believes in taking the medicine we prescribe for others . . . we have under way a check of a cross-section of our subscribers on what departments, features and services sponsored by this magazine are liked best. Returns are less than half tabulated, but it's been highly interesting to note that after each successive tabulation of the last four days (based in each case on the returns for that day added to the previous cumulative total), Significant Trends and the October 10 special "Managing Salesmen" have ended up in a dead heat for first place, with exactly the same number of votes . . . especially notable were the number of reader-respondents who penciled on our questionnaire, "Read your magazine from cover to cover!"

* * *

As we bat out these lines in the noon heat of a sizzling August day, Broadway is staging a ticker-tape blizzard in honor of young Corrigan. Here in the Graybar Building somebody on the upper floor joins in the celebration by dumping out of a window a bushel of paper scraps which swirl about in the court near us. . . . Too bad for the breakfast food folks that Corrigan announced so flatly that he doesn't eat breakfast . . . and for the Sperry crowd that they can't claim he got to Ireland with the indispensable help of one of their automatic pilots! Slim pickings for the agency boys looking for endorsement possibilities!

A. R. HAHN.

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Published by Sales Management, Inc., RAYMOND BILL, *President*; PHILIP SALISBURY, *General Manager*; M. V. REED, *Advertising Manager*; C. E. LOVEJOY, JR., *Vice-President and Western Manager*; R. E. SMALLWOOD, *Vice-President*; W. E. DUNSBY, *Vice-President*; T. J. KELLY, *Secretary*; EDWARD LYMAN BILL, *Treasurer*. Publication office, 420 Lexington Avenue, New York. Telephone, Mohawk 4-1760; Chicago, 333 North Michigan Avenue. Telephone, State 1266. Santa Barbara, California, 29 East de la Guerra. Subscription price, \$4.00 a year. Canada, \$4.25. Foreign, \$4.50. Member Audit Bureau of Circulation, Associated Business Papers.





NEWSSTAND SALES REPORT

LOOK Leads All Other Magazines In Newsstand Sales

For the first six months of 1938, LOOK, The Picture Magazine, had the largest average newsstand sale per issue of any magazine selling at any price.

Averaging 1,555,000 buyers at 10c a copy, for the 13 issues published in the six months period, LOOK led all the monthlies and averaged nearly a half million more newsstand copy sales than the nearest ranking nickel weekly.

For the past year, LOOK has averaged more voluntary newsstand circulation than any other magazine.

97% of LOOK's total circulation is demand circulation—no prizes, no artificial stimulants or pressure has been used to maintain LOOK's leadership in voluntary circulation. Here is the most valuable, the most alive and responsive circulation an advertiser can buy. Here are 1,555,000 families who are not only able to buy but who are buying now.

If you are interested in the most direct route to sell the entire American family, you'll want more information about LOOK—America's new way to move merchandise . . . fast!

**Over \$2,000,000 Was Paid by American Families for
the 13 Issues of LOOK Published in the
First 6 Months of 1938**

Advertisers Get Good

DAILIES' MILLINE RATE STEADILY DECREASED



Cost of space per line in Spokane's dominant dailies has been steadily decreasing.

This is shown by the recently released Audit Bureau of Circulations figures for 12 months' period ending March 31, 1938.

Here are the figures showing Milline rates back to 1926—

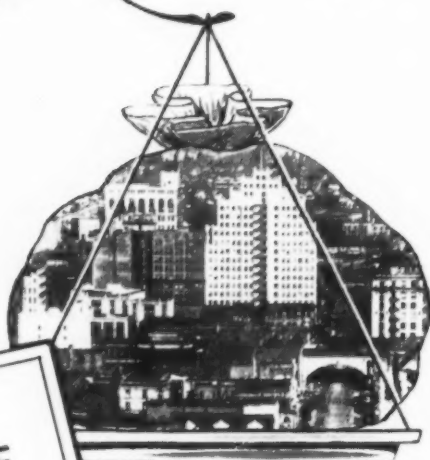
12 Months Ending*	A. B. C. Audit of Circulation	Milline Rate
Dec. 31, 1926	87,677	\$2.79
Dec. 31, 1927	90,786	2.70
Mar. 31, 1929	93,405	2.89
Mar. 31, 1930	92,135	2.93
Mar. 31, 1931	91,738	2.83
Mar. 31, 1932	91,397	2.84
Mar. 31, 1933	84,994	2.94
Mar. 31, 1934	81,706	3.06
Mar. 31, 1935	88,008	2.84
Mar. 31, 1936	96,819	2.58
Mar. 31, 1937	108,759	2.57
Mar. 31, 1938	111,065	2.52

*No audit in 1928. A. B. C. changed dates of audit at this time. The audit for period ending March 31, 1929 covers 15 months.

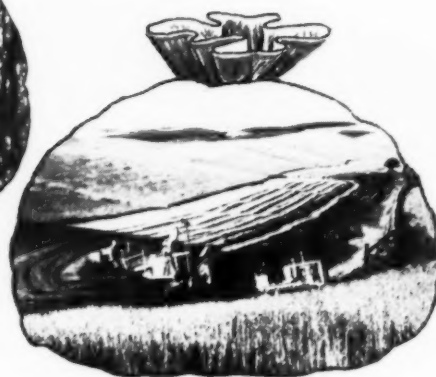
The A. B. C. audit shows the combined circulation of The Spokesman-Review and Spokane Daily Chronicle at the highest point in their history, exceeding 1929 by 17,660.

Average net paid circulation of the Sunday Spokesman-Review for 12 months ending March 31, 1938 was 78,517, also a record figure, exceeding 1929 by 18,922.

The SPOKANE MARKET
has
\$400,000,000 Grand Coulee Dam and Columbia Basin Irrigation Project.
One of nation's greatest farming, fruit-growing and wheat-producing districts.
A great lumber industry.
5 transcontinental railways.
111,847 Urban families.



LUMBER



WHEAT

THE SPOKESMAN-REVIEW

SUNDAY

MORNING

SPOKANE,

Advertising Representatives—JOHN B. WOODWARD, Inc.—New York—Chicago—Detroit—Boston—Los Angeles—San

Measure in Spokane Area!

SALES OPPORTUNITIES FAR ABOVE AVERAGE

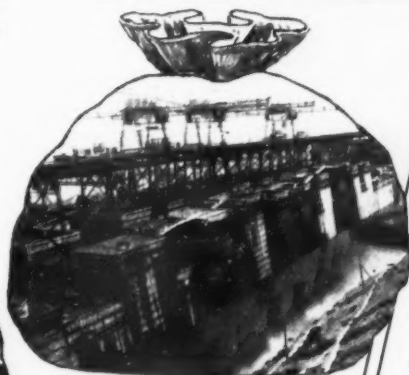
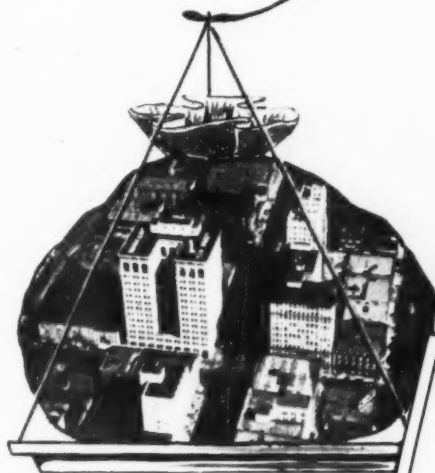
According to the rating made by Forbes magazine in its June 1, 1938 issue, SPOKANE is one of the 10 "best" cities in the United States.

The entire Inland Empire is listed in the Forbes survey as having made a continued improvement for one month or more, and business here is rated favorably as compared with a year ago.

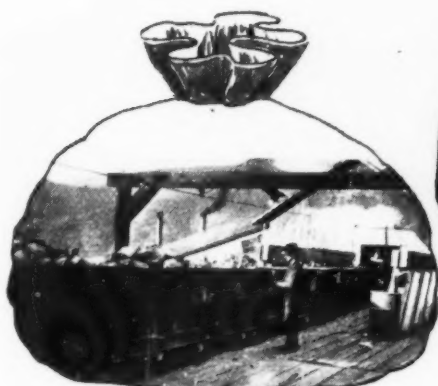
In number of building permits issued in Spokane, the first 5 months of 1938 are highest in city's history—value of permits, highest for any year since 1929.

Spokane department store sales 1st third of 1938 are down only 5% over same months 1937.

Underlying reasons: Big government payroll at Grand Coulee dam (world's largest man-made structure) west of Spokane—the fact that 1937 brought Inland Empire farmers their biggest return since 1930 while a bumper harvest is assured for 1938—1937 mines profits in district highest in history and 1937 lumber output best since 1929 with 1938 conditions generally favorable in both industries—the lucrative tourist traffic breaking records.



GRAND COULEE



MINES

The
Spokane Market
produces

- 1/10 of nation's wheat
- 1/5 of nation's apples
- 1/4 of nation's silver
- 1/3 of nation's lead
- 1/8 of nation's gold

**Aggregate Annual Value
of Spokane Market
Products more than
\$400,000,000**

OREGON IDAHO
HEART of the PACIFIC NORTHWEST

Spokane Daily Chronicle

EVENING

WASHINGTON

Francisco—COLOR REPRESENTATIVES—Sunday Spokesman-Review Magazine and Comic Sections—Associated Weekly

TRANSRADIO NEWS

Radio's Number-One News Service

Now Available on Southern New England's

Number-One Radio Station

Available September 1 • Transradio News on WTIC

15 minute periods

Daily — 8 A. M. • 1 P. M. • 6 P. M. • 11 P. M.

Rates and further information will be supplied on request.

**50,000
WATTS**

WTIC

**HARTFORD
CONNECTICUT**

The Travelers Broadcasting Service Corporation • Member NBC Red Network and Yankee Network
Paul W. Morency, General Manager • James F. Clancy, Business Manager
Representatives: Weed & Company • New York Detroit Chicago San Francisco

There's

*priceless information
for every National
Sales Manager!*

in Scripps-Howard's New Nation-
wide Home Inventory which tells
in great detail, "How, What and Where THEY BUY"

SCRIPPS-HOWARD's Home In-
ventory places before your
eyes an accurate and vivid picture
of the immediate possessions of
the people who make markets.
It is the largest marketing in-
quiry ever conducted by any or-
ganization outside of the Federal
government.

Four thousand graphic charts
reveal the inside and outside of
53,124 homes in sixteen cities.
These charts inventory the cloth-
ing, food products, cosmetics,
shaving accessories, dental aids,
radios, refrigerators, automobiles,
tires, gasoline and oil these fami-
lies buy . . . where they buy
. . . and why!

53,124 typical families an-
swered 534 questions on 134
commodities as follows:

60 grocery commodities
31 wearing apparel items
23 cosmetic and drug
14 furniture
6 assorted commodities, plus
36 miscellaneous questions.

* * *

17,328,389 actual recorded an-
swers are shown in more than
4,000 charts.

A total of 76,857 person hours
were used in producing this in-
formation and making it avail-
able to you.

Individual city studies show
sectional changes in preferences

for certain types of staples and
disclose the point of purchase,
the use of typical products, and
brand preferences by income
groups.

This home inventory covered
adequately a sizable sample and
cross-section of the following six-
teen cities: Buffalo, Washington,
D. C., Pittsburgh, Akron, Cleve-
land, Columbus, Cincinnati,
Toledo, Indianapolis, Evansville,
Knoxville, Birmingham, Fort
Worth, Houston, San Diego and
San Francisco.

The finished study is now avail-
able to the major executives of all
interested firms at Scripps-How-
ard National Advertising Offices.

SCRIPPS · HOWARD

NEWSPAPERS

MEMBERS OF THE UNITED PRESS... THE AUDIT BUREAU
OF CIRCULATIONS... AND OF MEDIA RECORDS, INC.

NEW YORK <i>World-Telegram</i>	INDIANAPOLIS . . . <i>Times</i>	DENVER . . . <i>News</i>	MEMPHIS . . . <i>Press-Scimitar</i>	WASHINGTON . . . <i>News</i>	KNOXVILLE <i>News-Sentinel</i>
CLEVELAND . . . <i>Press</i>	CINCINNATI . . . <i>Post</i>	COLUMBUS . . . <i>Citizen</i>	MEMPHIS	FORT WORTH . . . <i>Press</i>	EL PASO . . . <i>Herald-Post</i>
PITTSBURGH . . . <i>Press</i>	KENTUCKY POST <i>Covington</i>	AKRON . . . <i>Times-Press</i>	Commercial Appeal	OKLAHOMA CITY <i>News</i>	SAN DIEGO . . . <i>Sun</i>
SAN FRANCISCO . . . <i>News</i>	edition of <i>Cincinnati Post</i>	BIRMINGHAM . . . <i>Post</i>	HOUSTON <i>Press</i>	ALBUQUERQUE <i>Tribune</i>	EVANSVILLE . . . <i>Press</i>

National Advertising Dept., 230 PARK AVENUE, NEW YORK • CHICAGO • SAN FRANCISCO • DETROIT • LOS ANGELES • ATLANTA • PHILADELPHIA • DALLAS

AUGUST 15, 1938

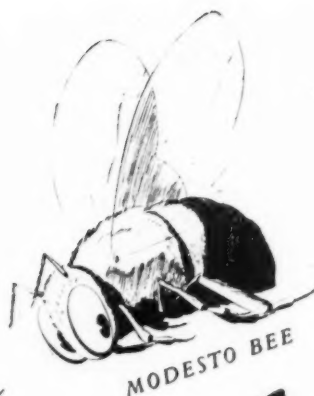
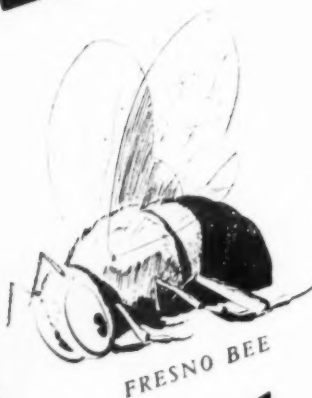


[11]

INNER CALIFORNIA



3RD
LARGEST MARKET
IN THE WEST
17TH
IN THE NATION



but **FIRST** for testing!

INNER CALIFORNIA has been picked by leading advertising executives among the *first ten* "testing markets" in the nation.

It's an isolated trading area, with high national ranking in per capita retail sales.

It has three dominant newspapers—Sacramento Bee, Fresno Bee, Modesto Bee—which completely cover each city and adjacent territory. Over 95% of their coverage is confined to the Inner California market. Through these newspapers copy appeals may be shifted and tested against people living in the same market, with the same habits and desires.

You may work with an efficient Merchandising Department, for the BEES maintain a top rank merchandising service comparable to the best in the nation.

The "Bee-Line" to Inner California
The "BEE" Newspapers* offer the

*Plus a Stockton Newspaper.



only possible way to adequate daily newspaper coverage of this lucrative trading area, the 17th market in the nation! They reach the top 60% of Inner California families.

Only Complete Radio Coverage!

80% of the radio families of Inner California... which can NOT be covered adequately by San Francisco or Los Angeles stations... listen regularly to these McCLATCHY STATIONS:

KFBK Sacramento • KWG Stockton
KMJ Fresno • KERN Bakersfield
KOH Reno, Nevada

McCLATCHY BROADCASTING CO. STATIONS
represented nationally by the
PAUL H. RAYMER COMPANY
New York, Chicago, Detroit, San Francisco

How United States Trading Areas Rank in Population and Retail Sales

Market	Rank in Sales	Rank in Population
New York	1	1
Chicago	2	2
Philadelphia	3	3
Los Angeles	4	4
Boston	5	5
Detroit	6	6
San Francisco	7	9
Pittsburgh	8	7
St. Louis	9	8
Twin Cities	10	11
Cleveland	11	10
Washington, D. C.	12	22
Milwaukee	13	12
Baltimore	14	15
Cincinnati	15	13
Buffalo	16	14
INNER CALIFORNIA	17	18
Providence	18	16
Kansas City	19	17
Portland (Ore.)	20	28

Sacramento Fresno Modesto
BEE

JAMES McCLATCHY PUBLISHING CO.

National Representatives

O'MARA & ORMSBEE INC.
NEW YORK • CHICAGO • BOSTON • DETROIT
ATLANTA • SAN FRANCISCO • LOS ANGELES

SALES MANAGEMENT

Manufacturer's Customer



TOP QUOTAS THROUGH NORTH JERSEY HOMES

- Mrs. Newark-North Jersey is as much *your* customer as your dealer's. She is among the nation's top buyers. Her spendable money income in Essex County (most of Newark's ABC City Zone) alone is over \$695,000,000.* She spent an estimated \$387,000,000 over its retail counters last year—was a factor in buying 29,570 new automobiles. Her Buying Power ranks tenth in the country.
- Your advertising in the NEWARK EVENING NEWS gets the *interested* attention of over 154,000 Mrs. Newark-North Jerseys, in the dominant buying power area of the state.

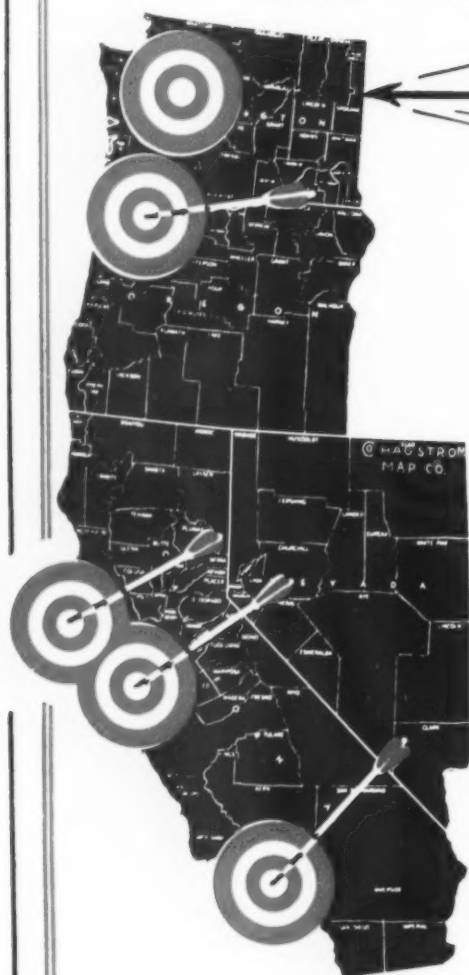
*Sales Management's
Survey of Buying Power, 1938.

NEWARK
NEW JERSEY

Newark Evening News
Always Reaches Home

O'MARA & ORMSBEE, INC., General Advertising Representatives
New York—Chicago—Detroit—Boston—San Francisco
Los Angeles—Atlanta

NO MARKETS MISSED— NO SHOTS WASTED



The new Pacific Coast Color Comic and Magazine Group is composed of five great independent Sunday Newspapers published in the five major seaports of the Pacific.

These five cities are the centers of population and business on the Coast. In them and their areas of influence is concentrated eighty percent of the total retail sales of the Coast states.

The new Group enables the advertiser to hit all five markets with fine color reproduction, the heavy impact of concentrated Sunday newspaper circulation, and no waste. There are 81 counties under the direct influence of these five major markets. Ninety percent of the group's circulation is concentrated in these counties.

With the precision of the expert archer the group *hits all five and wastes no shots.*

THE PACIFIC COAST COLOR COMIC AND MAGAZINE GROUP

LOS ANGELES TIMES—PORTLAND OREGON JOURNAL
OAKLAND TRIBUNE—SAN FRANCISCO CHRONICLE
SEATTLE TIMES

CIRCULATION 867,115

GROUP RATES

(MAGAZINE OR COMIC)

ONE PAGE (4 COLORS) \$4,550.00 ONE HALF PAGE (4 COLORS) \$2,700.00

(COMIC ONLY)

70 LINES X 7 COLUMN STRIP (4 COLORS) \$1,620.00

Rates for black and white in the magazine group and one inch strips (14 lines x 7 columns) in black or another color in the comic group will be announced shortly.

NOTE: These same units of space are also available in each of the newspapers on an individual basis through Gravure Service Corporation.

GRAVURE SERVICE CORPORATION

420 Lexington Avenue, New York City

360 N. Michigan Ave., Chicago, Ill.

General Motors Bldg., Detroit, Mich.

Chronicle Bldg., 5th & Mission Sts., San Francisco, Calif.

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending August 15, 1938:

17 Hopeful Signs

factors and reduce the unfavorable factors to one, the slight headache?"

• • • In the business world the slight headache right now comes from the inevitable comparison with the very big 1937 months. Even when comparisons are made with that year the showing is becoming progressively better and declines are narrower, but when we look at any year from 1931 through 1936 we see mostly pluses. For the past few days we have been making notes of good news, and here are some that stand out.

• • • 1. The Federal Reserve Board reports that the volume of industrial production in June was at 77% of normal, as against 76% in May—the first gain since last August—and, "Available data indicate that in July the index will show a considerable rise."

• • • 2. We are right in the middle of a good construction year, according to F. W. Dodge figures. For the first half of the year total construction shows:

4½% gain over 1936	52% gain over 1934
86 % gain over 1935	200% gain over 1933

• • • 3. Country-wide retail sales, after being off 13% to 19% in May and early June from the comparable 1937 period, are now running only 6% behind, and every week an increasingly larger number of cities show gains over last year.

• • • 4. Since retail prices are off more than 6%, the sales figures show that a larger volume of merchandise is being sold than last year.

• • • 5. The inventory situation in retail stores is now healthy. As of the end of June inventories were 12% under last year. In specific Federal Reserve districts the declines were: Atlanta, 4; Chicago, 12; Richmond, 11; St. Louis, 12; Kansas City, 9; Boston, 15, Dallas, 7; Philadelphia, 8; New York, 12.

• • • 6. Inventories of wholesalers, according to the records of 2,190 firms compiled by the Department of Commerce, now stand 17% below last year at the same date.

• • • 7. Inventories of manufacturers have been pared even more than those of wholesalers and retailers. A compilation made by the National City Bank of New York shows for the end of June inventories 21% less than the same date last year.

• • • 8. The rate of steel production is now the

highest in eight months and almost double the rate of two months ago. Ordinarily production is slack in Summer. The high rate further proves the general depletion of the inventories of steel-consuming industries.

• • • 9. A June-July improvement in motor sales maintained the production of 1938 models longer than had been anticipated. Recently a SALES MANAGEMENT advertiser tried to buy several hundred 1938 Plymouths. They just weren't to be had. Company officials tried to help him by wiring distributors and dealers all over the country, but no dice. The companies start the new year with a splendid inventory position, and dealer stocks of both new and used cars are normal or below normal.

• • • 10. The stock market rise is helping sales of all costly merchandise. Automobiles benefit; so do construction and real estate. People hate to make buying commitments if it means that they have to sell their securities at a big loss.

• • • 11. Risk-taking is expanding, and the volume of new security issues is becoming progressively higher than last year. That shows *confidence!* Companies wouldn't take the risk if they were very much worried about the future, and the public wouldn't buy the issues if it didn't have both a good-sized surplus of idle money and beaucoup confidence.

• • • 12. Lumber output by the middle of July had reached an eight month high, and exceeded 1937 operation of the same date by 12%. Cement production was

N. Y. Times 7/27/38

N. Y. Herald Tribune 7/27/38

**GENERAL MOTORS
TRIPLES ITS PROFIT**

June Quarter Net \$24,786,002.
Against Previous \$8,234,017
but Far Below a Year Ago

SLOAN NOTES TURN IN TIDE

Sales at \$272,264,537. Above
Winter Period—Payroll Cut
50 Per Cent Since 1937

The General Motors Corporation announced yesterday for the second quarter of 1938 a net profit of \$24,786,002, equal after preferred dividends to 52 cents a share earned on 43,020,744 average number of shares outstanding.

**Cut in Profits
For General
Motors Shown**

Net for Second Quarter
Drops to \$24,786,002.
Equal to 52c a Share,
Against \$1.43 Year Ago

**6 Months' Earnings
Dip to \$110,545,266**

Sloan Surveys Products,
Prices, Wages: Points
to Higher Pay in 1937
Compared With 1929

Net earnings of General Motors Corp. including equities in the undivided profits or losses of subsidiaries, for the second quarter of 1938, are \$24,786,002, or 52 cents a share, compared with \$110,545,266, or \$1.43 a share, for the same period in 1937.

Moral: Don't depend just on headlines for your business news. The Times and the Herald Tribune are among our most reliable, accurate newspapers, and yet see above the amazing differences in their headlines on the same story. Down below each carries an excellent condensation of the General Motors financial statement, but the Times headline writer makes a comparison with the first quarter of this year, thus achieving an optimistic head, while the Herald Tribune man, with equal propriety, chooses to compare with 1937's second quarter, the result being a deeply pessimistic statement.

about even with last year. And remember that these good building figures have been reached before the disbursement of funds on the huge PWA projects has hardly begun. Mr. Ickes spend-lend program won't be in full operation for several months.

• • • 13. The nation's railroads, including the weak along with the strong, broke even in July for the first time this year. As a result, steel mills and car-building plants are getting larger orders, and the roads are employing more people. Only yesterday the Pennsylvania recalled several thousand men to work in its Altoona plant.

• • • 14. The index of prices received by the farmer rose from 92% to 95% of the pre-war level between mid-June and mid-July. Bigger crops, higher prices, can only mean higher purchasing power. July-September farm income is estimated at \$2,000,000,000 against \$2,340,000,000 last year.

• • • 15. The New York *Herald Tribune* index of general business activity, has advanced for seven consecutive weeks.

• • • 16. The Colonial Sand and Gravel Co., New York, placed with Mack Trucks the largest single order for Diesel-powered trucks ever placed. The president told the Mack salesman that he had a lot of gravel to haul, that he needed 50 new trucks to do the work, that they

had to have ten speeds forward and two reverse, and that he wanted the first ones by Labor Day or sooner.

• • • 17. Reports of 275 manufacturing and merchandising corporations for the second quarter show combined net profits 11.9% better than for the first quarter of the year.

Leather Anniversary

Three years ago SALES MANAGEMENT published its famous Pink Sheet, showing the advertising allowances and other financial favors granted to the Great Atlantic and Pacific Tea Co. by several manufacturers in the food field. We might not have remembered the anniversary were it not for the fact that the feature refuses to die. Only last week two subscribers wrote in for reprints.

• • • And the Pink Sheet calls to mind another anniversary, soon to come. In October SALES MANAGEMENT will complete its 20th year of publishing history. It is a short span as compared with the 50 years just completed by our friend *Printers' Ink*, but long when compared with the average life in an industry with a high mortality table.

• • • In the 20 years no feature ever stirred up so much excitement as the Pink Sheet, or resulted in such extraordinary changes in company marketing policies. Just the other day one of the A & P executives met one of our editors in the Grand Central and asked him, "How's that damned anti-chain store sheet of yours getting along?" That was matched the same day by a letter from a subscriber who damned him at greater length and more fervently because SM had failed to champion the current Patman Bill, designed to tax the chains out of existence.

• • • Marketing policies in the food field have undergone a big change in the last few years. As a result of the Robinson-Patman Bill a majority of the national operators has withdrawn all advertising allowances, and now a few of the leaders are experimenting with state price-maintenance enabling acts. Until a few months ago none of the food manufacturers attempted to maintain any minimum consumer schedules, but, in the Spring, General Foods entered into contracts on some of their brands, and now Lever Bros. Co. has adopted minimum prices under the Ohio fair trade law.

• • • Latest product to go price maintenance is gasoline. Esso and Essolene have made New York contracts.

• • • Nash-Kelvinator officials have either omniscience or keep their desks filled with horse shoes. Hardly had the first gun in their National Salesmen's Crusade been fired out in Lincoln when the security markets began to zoom. Within a fortnight stock quotations improved faster than during any similar brief period in the nation's history, with one exception. The timing of the crusade was beautiful, and probably was the result of mixing one part luck with three parts common sense realization that defeatism had about run its course and people were rarin' to go. Some 496 cities from coast to coast, and innumerable thousands of little and big business men decided to grab a ride on Nash-Kelvinator's prosperity buggy, and the results have been rather extraordinary both in actual sales produced and in strengthening the morale of salesmen and their bosses.

OPERATING STATEMENT			EARNINGS RETAINED AND INVESTED IN BUSINESS	
FOR THE YEAR ENDED MARCH 31, 1938			IN THE BUSINESS	
REMINGTON RAND INC. AND SUBSIDIARY COMPANIES			IN THE BUSINESS	
INCOME	AMOUNT	PER CENT	CASH DIVIDENDS	TAXES
We billed our customers for products purchased from us	\$49,377,245		\$2,503,292	\$7,109,456
We received dividends from partly-owned companies amounting to	171,833		DEPRECIATION	INTEREST
We received interest, discounts on purchases, royalties and income from other sources amounting to	486,825		\$894,168	\$848,538
Which gave us a total income to work with of	\$50,035,903	100.00		
EXPENSES:			MATERIAL AND ALL OTHER EXPENSES	
We paid others for materials, fuel, transportation and other costs and expenses	\$15,440,450	31.1	\$15,440,450	
And paid interest on our debenture bonds	840,638	1.7		
We provided for replacement of wearing out plants and equipment	894,168	1.8		
While Federal, State and local tax collectors required	2,102,456	4.2		
This left for employees and stockholders	\$30,758,191	61.2 100.00		
Our employees received in wages, salaries and commissions	\$6,248,458	85.3		
Leaving for stockholders net earnings of	\$ 4,509,733	14.7		
Dividends paid in cash amounted to	2,503,292			
Dividends paid in Company's \$4.50 Preferred Stock	1,426,189			
Earnings retained and invested in the business amounting to	\$ 580,252			
			TOTAL INCOME	\$50,035,903

James H. Rand, Jr., recently mailed to all Remington Rand employees a 12-page financial statement, with a letter which said, in part: "All employees, whether stockholders or not, are interested in the progress of our company and are entitled to receive a report of the financial condition of the company and the results of its operations for the past fiscal year. This report is being furnished you with the thought in mind that a broader understanding of the company's position will help us all." He urged every employee to interest himself directly in the sale of RR products, told of their search for new products, "which always create new jobs."



1. Reward for Long Service: C. L. Jacobson, who has been with the Chrysler Corp., Detroit, for the past 14 years, has been appointed sales manager of the Chrysler Motors division.

Underwood & Underwood



2a



2b

2. Palm Beachers: Gardner Prechtel, 2a, has been promoted to merchandising director of the Goodall Co., Cincinnati, maker of Palm Beach men's clothes. He has been with the firm since its founding in 1931. David Frankel, 2b, who also joined in '31, has been named "the first and only" v.p. in charge of styling and distribution.



3



4

3. Diamond Man: George L. Davis, former asst. s.m., has been promoted v.p. in charge of sales of Diamond Power Specialty Corp., Detroit. He has served with the company in Chicago and Detroit since 1924, before that with Oliver Iron and Steel, and Calorizing Co., Pittsburgh.

4. Promoter: J. A. Gollin steps into the post of sales promotion mgr. for Calvert Distillers Corp., New York. He has had wide experience in advertising and merchandising in the liquor industry, and was also account executive with Gardner Advertising Co.

5. Supplier: Walter Williamson has been moved from mgr. of supply sales to v.p. of Westinghouse Electric Supply Co., New York. He will supervise operations of the company's 72 branch wholesale houses. In the electric supply business since 1910, he was president of the Agents Jobbers Association for several years, is now a committee chairman.



5



6

6. Wall Paperer Albert J. Browning has been elected president of United Wall Paper Factories, Inc., Chicago, largest manufacturer in the field. He was formerly group merchandise mgr. for Montgomery Ward.



7

7. Going Up: J. J. Ford, for the last four years asst. ad. mgr. of Dennison Mfg. Co., Framingham, Mass., succeeds W. H. Leahy, advertising manager.

NEWS REEL



Dealers learn how to rejuvenate "the works" of Chevrolets according to rigid standards at the company's schools of instruction. Such standards are vital in establishing confidence in used cars akin to the confidence buyers have in new cars, for two used cars must be sold for every new model.

As told to D. G. Baird

BY W. E. HOLLER

*General Sales Manager,
Chevrolet Division,
General Motors Corp.*

Chevrolet's Long Range Plan for Curing the Used Car Headache

Instead of leaving dealers to shift for themselves in handling the used car problem, Chevrolet head office has made that problem its own, and has set up a complete national used car marketing division on a permanent year-round basis.

FOR fifteen years and longer automobile men have been bemoaning the used car problem. Back in 1923, when the ratio of used car sales to new car sales made by Chevrolet dealers was only .48, there was much pessimism over the outlook. By 1928 this ratio had more than doubled, and sales of used cars for the first time exceeded those of new cars. And by 1932 dealers were selling 2.45 used cars for each new one. The ratio declined somewhat as business revived, but during the recent recession it has again mounted, and for the first half of 1938 it was 2.25.

Let us see what this means to the average dealer. In 1923 the dealer whose quota was 100 new cars, had to dispose of 48 used cars. His total unit sales, therefore, were 148. In 1938 this same 100-car dealer must sell 225 used cars in order to dispose of his quota of 100 new cars. His total unit sales, therefore, will be 325.

In other words, while this dealer's quota of new cars has remained unchanged, his total sales have multiplied 3.25 times. But as the entire increase

has been in used car sales alone, this means that his used car sales have multiplied nearly 4.7 times!

Meanwhile, the used car business has become a major industry. During recent years, sales of used cars in this country have mounted to nearly seven million units annually, having a valuation of approximately two billion dollars. This by-product of the automobile industry has become a major industry in itself.

The used car problem has always been considered the dealers' problem. But Chevrolet takes the position that the dealers' problems are its problems also.

We produce and sell new cars only. Used cars are produced by the 29,000,000 motor car owners of this country. And of these, it is estimated that over 10,000,000 have never owned a new car. This means that there is a very large market for used cars. But the market at present is not large enough. And it is not large enough because of the lack of knowledge of the people as to values obtainable and because the used car business heretofore has been

treated like the proverbial step-child.

As a result, we have an incalculable amount of wealth tied up in unused transportation in the form of used cars sitting idle. There are all manner of used cars, of course, but generally speaking, there is no greater bargain in America than a properly reconditioned used car.

The used car problem is both a real problem and a permanent one. It does little good to reduce used car inventories temporarily, then pitch in and create another jam as fast as possible. We must find a way to keep the used cars moving. Used car sales should be synchronized with new car sales.

But every problem is also an opportunity. And the used car, being a big problem, is also a big opportunity. It not only is an opportunity to stabilize production and employment, to utilize wealth that is now idle, and to reduce the cost of transportation for millions of motorists; it is also an opportunity to introduce sound methods, to stabilize, to popularize, and to make profitable what is already one of the leading industries of the country.

We are confident that all this can be done. But we must build a sound foundation—the same foundation on which the new car business has risen to such heights—confidence, service, value, dependable transportation at the lowest possible cost.

And that is exactly what we are

SALES MANAGEMENT

working toward. As early as 1934 Chevrolet established a complete used car department. It commenced to advertise nationally for the purpose of creating confidence in Chevrolet dealers' reconditioned used cars.

This was experimental. But early in 1937, we replaced the used car department with a national used car organization which closely parallels our new car sales organization. We assigned the very best available talent to this organization. Then we invited the dealers to establish a Used Car Committee to come to the central office and confer with us. They analyzed the problem as it affects them individually and collectively. They made specific recommendations. And their recommendations were welcomed and executed as rapidly as possible.

Motorists buy new cars with confidence, because new cars are produced by the manufacturer according to definite standards. But used car reconditioning, which, in a way, corresponds to new car production, is managed by thousands of dealers, according to their own standards. For this reason, one of the first and most important steps taken was toward standardization of used car reconditioning. A complete reconditioning program was formulated. Then a course of training was given our field men and they went back to their territories and conducted similar schools for dealers and their employees. To date, some 19,000 men have taken this course.

Finding What Makes It Tick

In addition, there is a completely-equipped truck in each of the nine regions, with two specialists in charge, who continue to provide such instruction as it is needed. About one-fourth of our dealers now have separate reconditioning plants, entirely divorced from the new car service department, while practically all have specially trained men and special equipment for this important work.

But even properly reconditioned used cars must be sold. And as we have shown, sales of used cars now outnumber those of new cars more than two to one. Such being the case, surely much emphasis should be placed on the used car sales organization.

That, too, is being done. Whereas dealers' salesmen formerly specialized on new cars and sold used ones only as a side-line, the two activities have now been segregated and an army of used car specialists has been trained to devote its entire time and talents to used car sales. During 1937, Chevrolet dealers employed 1,816 exclusive used car managers and 8,406 exclusive

used car salesmen, or a total of 10,222 salesmen spending their time selling used cars exclusively, in addition to their new car organization.

Meanwhile, the factory used car organization developed a special course of training for used car salesmen and sent a corps of men into the field to conduct five-day schools in all important centers. During the year, 166 such schools were conducted. Enrollment reached 2,500. In addition, a two-day course in used car selling is given monthly in each of the nine regions to keep the 8,000 used car salesmen abreast of latest developments.

A recent check revealed that new salesmen who had been given this training averaged 7.7 sales per month, whereas veteran used car salesmen who had not taken the course, but who had the advantage of experience, averaged only about six cars per month.

Stepchildren No Longer

Special equipment was also provided for used car salesmen equal in every respect to that for new car salesmen. This was the first time in the history of the industry that such aids had ever been furnished used car salesmen. This equipment includes a complete sales kit in convenient binder, which enables the used car salesman to go into the prospect's home and sell used cars, instead of sitting down on a lot and waiting for someone to come along and buy. A value check and used car inspection guide, two of the items of equipment, enable the salesman to appraise trade-ins intelligently.

The next step was advertising and this has been increased consistently from the very beginning. While it



Feminine Touch: Miss Rosemary Melford's unique job is that of checking every used car reconditioned by Eastern Chevrolet Co., Detroit. She looks in every corner and cranny, certifies to cleanliness, comfort and general appearance with feminine sharpness of eye. Mechanical inspection is still left to men. William Hoover, used car manager, here listens to her report.

necessarily varies considerably in extent as well as in media, it has at one time or another included upwards of 6,000 newspapers, 150 magazines, 384 radio stations, and 17,000 outdoor displays. The percentage of the total advertising budget devoted to used cars has at times mounted to as much as one-third. And this, understand, is in addition to the dealers' local classified ads.

Our national used car organization at present includes 2 assistant general sales managers, 9 assistant regional managers, 45 assistant zone managers, 94 divisional used car managers, and 30 other experts, making a total of 180 factory executives who devote their full time to used cars. Included are specialists on parts and accessories, advertising, commercial cars and trucks, service and mechanical, retail selling, business management, car distribution, and market analysis; a complete organization covering every phase of the business. In addition, the advertising agency employs four specialists on used car advertising.

This is a permanent, long-term program. We neither hope nor expect to solve the problem over night, or even within a year or so. It takes time to inaugurate such a program.

More Wizards Wanted

Nevertheless, we may point out a few results, of which, in view of conditions which have existed, there is no reason to be ashamed:

For forty months in succession—from March, 1935, through June, 1938—Chevrolet dealers have sold 100,000 or more used cars each and every month. The total for the forty months is over five and three-quarter millions. Sales during the first half of 1938 alone ran over 725,000 units. For the month of June they were 123,701. And during this one month, Chevrolet dealers reduced their used car inventory by 17,500 cars. Judged by ordinary standards, therefore, we might say that our dealers' used car stocks are in fine shape. But there is still great room for improvement, and we are by no means satisfied with our accomplishment.

Just one other point. We have referred to the magnitude of the used car industry—a business having a dollar turnover of approximately two billion a year. And it is a lamentable fact that this huge business is regularly conducted at a loss. The automobile dealer who breaks even on used cars is considered a wizard. Most dealers depend upon new car sales to make up their losses on used cars. That is not as it should be. And I hope to see the day when that situation is changed.

Tangible Work Plans Versus Pep and Platitudes for Salesmen

EVERY sales manager is faced with one big problem that he must solve successfully or he is not a sales manager. That problem is how to win from all salesmen on his staff the best that they are capable of, and keep those men loyal and contented, or—as E. L. Mathy, first vice-president and sales manager of the Victor Equipment Co., San Francisco, expresses it—"keep them comfortable."

Many sales managers would disagree with Mr. Mathy over this matter of comfort. They believe it is poor psychology to let a salesman feel too comfortable in his job; he must be kept guessing; kept "on his toes," or he will grow slack. That is one point of view, says Mr. Mathy. His own experience proves the opposite.

The vast amount that has been written on the subject of sales control, the multiplicity of sales guides and sales control systems, indicate the difficulty of the problem. Some of these systems are beautiful from an organization point of view. Many of them are very costly to maintain. None of them—because of the human factors involved—has solved, once and for all, or can solve the problem of effective handling of the sales force to yield maximum results.

Salesmen Are Not Robots

"The problem of sales control is, before everything else, a human problem. The salesman is a human being. Sales managers, or those responsible for some of industry's most complex systems, have been known to lose sight of this simple fact," says Mr. Mathy. "Many a potentially good salesman has been strangled in red tape, or, his initiative and individuality destroyed, turned into an efficient order taker."

"The best sales control system is likely to be the simplest. The most expensive system to keep up is not likely to be the best. I have had experience with one so complex that it cost a quarter of a million dollars to keep up. The salesmen working under it at one time were making 350 calls a month on an average. The number of calls per man fell to 150 a month, average, with no improvement in quality of calls. Reason:

This simple sales control system, sponsored by Victor Equipment Co., helps salesmen organize their territories efficiently, and minimizes lost motion and wasted sales effort.

BY

ELSA GIDLOW

to do their duty by the system, tired men had to spend from three to four hours every evening making out reports. Result: They started making out their reports in the daytime, instead of calling on customers.

"Salesmen need stimulation, and they need guidance. How to meet these needs while leaving the man his individuality, his dignity as a human being, and the initiative on which the best kind of selling is based, is the challenge we try to meet with our sales guide."

Victor Equipment Co. manufactures and sells metal welding and cutting equipment, also a wide variety of pumps from the largest deep-well turbines to small cellar drainers. It operates nationally with headquarters in San Francisco.

"Our system of sales guidance (we prefer 'guidance' to 'control') is predi-

cated upon the assumption that sales management needs facts, while men need prompt reminders and scheduled plans to produce reliable results. As far as the salesmen's necessary clerical work is concerned, the system acknowledges his time to be more valuable in the field than at the desk. As far as sales management is concerned, the plan recognizes that too many detailed data usually result in indigestible information too cumbersome to be analyzed regularly and too costly to prepare and be maintained."

The Victor system of simple sales guidance is planned to produce, primarily, the answers to three most important questions:

1. Are customers called upon regularly in relationship to the individual obtainable business?
2. Are prospects developed adequately and converted into customers as rapidly as is feasible?
3. What caused certain orders or customers to be lost and what effort is made to prevent repetition of the former and restoration of the latter?

Men Fill Out Only 3 Forms

To accomplish these three basic supervisory and guiding aims, five simple forms are employed. Two of these forms are made out by the office, three by the salesman.

Form A (See Illustration No. 4.): Is a salesman's route sheet made out in the office and there revised when needed. Filed geographically in individual sales territory binders, these sheets list customers and prospects either alphabetically or in "calling rotation," whichever method best meets the particular need. The sheet shows the firm name and address, full name and proper title of every individual controlling the purchases, a summary of the firm's production activities and equipment (of our type) employed. Space is provided for the salesman to add further data of importance to him and a quick checkmark record of his calls made during each month.

This form makes it a simple matter for the salesman to recognize that he has overlooked certain prospects or customers in his territory and also acts as a rapid reminder of any one customer's or prospect's specific needs. This par-



Let a sales control system be a guide and an inspiration, but not a gag on the salesman's time and initiative, reasoned Sales Manager Mathy—a big "but" which his company has admirably overcome.

ticular form furthermore has the added convenience of making it possible for the sales manager to exchange sales territories swiftly and yet have the replacement salesman or the new man in automatic possession of the essential facts pertaining to his new territory.

Form B (See Illustration No. 5.): The salesman is required to fill out a simple form so prepared as to give him maximum reporting facts with minimum writing effort. Principally, its receipt in the sales office tells of quotations made, orders secured or lost and, if the latter, the reasons. Additionally, it serves to keep up to date Form C more fully described later on. Form B also requests, when needed, a specific mailing piece, follow-up letter or other action to be taken by the sales office.

This form is in triplicate: One copy being held by the salesman and two forwarded to the sales office. Of the latter, one duplicate copy may be furnished to any other department interested in its message or to another salesman in whose territory corroborating sales assistance is desired. This one simply-handled report form answers a multitude of services satisfactorily and promptly. Response to the report-issuing salesman, when required, is by short letters or copy of letters addressed to subject covered by the report.

Portrait of a Call

Form C (See Illustration No. 1.): Is a call and result record book kept in the sales office. Form B acts as supporting evidence of the calls made, new prospects developed, orders secured, etc. The book itself has sheets showing account and prospect names with spaces following to indicate call made (black pencil), call resulting in sale (red pencil), or order lost (blue pencil). Thus these pages present a rough but running story of call history to be reviewed occasionally with the salesman to point out inefficient calls or call frequencies, rising ratio of lost business, falling off of orders, lack of new prospects developed, etc.

Form D (See Illustration No. 3.): A distributor card index records names, addresses, territory covered, numbers of salesmen employed, resale contract particulars, monthly purchases, type and amounts of printed matter required, credit rating and any necessary additional data pertaining to any specific conditions to be met or solved.

Form E (See Illustration No. 2.): Is merely a weekly supplement, made out by the salesman. This form presents a weekly consolidation of par-

ticularly interesting calls made. It serves the salesman as a reminder; and when he turns it in to the sales department it gives the sales manager a prompt review of the principal matters he will wish to follow up, either verbally or by mail.

These five forms are supplemented by certain other activities as, for instance, an automatic system which calls to the salesman's immediate attention the names of any of his accounts who have failed to purchase from the company during any three months' period. This is accomplished quite simply by a ledger account Addressograph system utilized to prepare the monthly statements. Statement blanks which are not filled out, and covering accounts which have not purchased for the few preceding months, are forwarded to the sales department for follow-up.

Lists Always Up-to-Date

The maintenance of the accounting department Addressograph plate system automatically calls attention to new customers when new customer plates are made, and reprints of them are furnished the sales department. Simultaneously with the making out of the accounting department Addressograph name plates a duplicate set is prepared for the sales department's direct-by-mail Addressograph name plate system, which is kept up-to-date partially in this manner and partially by the new mailing list data cards furnished by the salesmen. The elimination of an accounting department Addressograph name plate because of a change in business, unsatisfactory credit relations and similar considerations, automatically removes that particular Addressograph name plate from the direct-by-mail advertising department. A reprint of the removed stencil, forwarded to the salesman involved, with a short notation of the cause for removal, keeps him also properly posted.

Changed prices, distributor discounts, discontinued or added lines, product improvements, etc., are promptly called to the salesman's and distributor's attention by suitable explanatory letters and, where necessary, by attached illustrations or blue-prints. Such information is, of course, also carefully discussed in the sales meeting following the particular occurrence.

"A general system of this nature could be extended *ad infinitum*," says Mr. Marthy, "but a decade of adding to it and subtracting from it indicates it to meet fully our requirements at minimum maintenance effort and cost."

Mr. Marthy describes the Victor sales guide as, "after all, nothing more

than the basic foundation upon which short, encouraging, timely notes can be mailed the salesmen, or personal discussion be made helpful instead of platitudinous and discouragingly general. A really worthwhile man, a sensible and resourceful salesman, needs encouragement, timely reminders and helpful analyses of his immediate problems far more than he deserves or relishes platitudes, 'pep' messages or an over-amplitude of red tape. Too much of the latter circumscribes healthy initiative and attempts to supplant the salesman's individuality by that of the sales manager. A salesman who needs the latter neither is nor will be anything but an inefficient order taker."

The effectiveness of the Victor method of handling salesmen is demonstrated by comparative sales figures. In 1937, business in one division increased by about 100%. In another, by 23%. Not all of the larger increase could be attributed to the sales guide, Mr. Marthy points out. Augmented advertising was partly responsible.

"Different kinds of businesses lend themselves to different proportionate increases. In the highly saturated territory where a firm enjoys a very substantial share of the available business, the possible percentage of increase is small. The possession of too large a share of that business could easily be a source of worry.

Test for a System's Worth

"If you have been previously enjoying only a small percentage of the available business, the possibilities of increase are tremendous. This was the case with the division that showed a 100% increase in 1937 and seems to demonstrate the effectiveness of the sales guidance system.

"One good test of a system is whether it gives you at all times the real information you need, rather than so much matter that you must spend hours separating facts.

"Another test is the response of the men. We believe that the Victor system teaches the men to feel more self-reliant. The man has come to recognize that the system works for him, not he for the system; that its object is to make selling easier, not to be a policeman."

Sherman D. Gregory has been promoted from assistant manager of broadcasting of Station KDKA, Pittsburgh NBC Blue network outlet, to manager of the station. He succeeds A. E. Nelson, recently made sales manager of the NBC Blue network.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Billboards]

P & G's Triple

Radio listeners in the Metropolitan New York area can hear "Vic and Sade" 15 times a week if they've a mind to. The comedy sketch, sponsored by Procter & Gamble's Crisco, is heard at 8:30 in the morning on a transcription over WOR. At 11:15 the NBC-Blue network sends it out on a live broadcast. Two hours later CBS repeats the program over its network. This schedule runs Mondays through Fridays.

Compton Advertising, Inc., N. Y., in charge, believes in blanket coverage that reaches from chin down to heels, with enough left over to tuck under the mattress.

Fourmost

National Distillers Products Corp. tinkles ice soothingly in long glasses and invites newspaper readers to do likewise. Copy for its Old Grand-Dad and Old Taylor bourbons is appearing thrice weekly in 37 to 60 papers respectively. Mount Vernon and Old Overholt ryes offer themselves as thirst-quenchers in 40 and 45 papers.

All four brands get a play with resumption of the double-page spread campaign in color in September issues of *Life*, *Time*, *New Yorker*, *Fortune*, *Collier's*, *Ken*, *Esquire*, and *Liberty*. "America's FOURmost Whiskies" headlines the ads. They will run the rest of the year.

Crab Orchard, National's cheaper bourbon brand, spends its share of the budget in 96 papers through the Fall. Sports scenes are featured, with emphasis on Crab Orchard's less-than-a-dollar-a-pint price. Moreover, space on *Life*, *Liberty*, *Collier's* will be used until 1939. Agency: Arthur Kudner.

Bank on Toastmaster

Toastmaster Products division of McGraw Electric Co., Elgin, Ill., recently sent by messenger to some 600 distributors a small coin bank, a replica of the two-slice Toastmaster toaster. A legend stated, "You Can Bank on Toastmaster Again This Year." One hour later the messengers returned bearing samples of the new line and a sales plan book with details of the Fall ad and merchandising campaign.

Peasant pottery dishes for appetizers and jam are an innovation on the Hospitality Set and on an addition to the

line, Toast'n Jam Set. Latter was designed by Barnes & Reinecke, Chicago. It is a two-slice toaster, tray, and jam dishes.

Last year the line set an all-time sales record and repeated during the first six months of this year. General Sales Manager Gifford predicts even greater success for the restyled line.

Starting in September, from one to six ads are to appear every week until mid-December in *S. E. P.*, *Collier's*, *Life*, *Time*, *Woman's Home Companion*, *Ladies' Home Journal*, *McCall's*, *Pictorial Review*, *Good Housekeeping*, *Cosmopolitan*, *American*, *House Beautiful*, *House & Garden*, *American Home*, *Better Homes & Gardens*, *New Yorker*, and *Esquire*, according to agents Erwin, Wasey, N. Y.

Citrus or Deciduous?

Never before have deciduous fruits been in price competition with California Summer Valencia oranges. This season, however, Sunkist orchards are loaded with a crop 32% greater than the bumper year of 1934-35. Result: Bargain orange prices, razor competition with Summer's deciduous fruits, and hard work in the California Fruit Growers Exchange.

"Competition is whetted by the fact that growers of apples, cantaloups, peaches, pears, plums, etc., are organizing, advertising, and adding dealer staffs to call on the trade," says W. B. Geissinger, Exchange ad mgr. "The fact that most deciduous fruits have a relatively short season, and are highly perishable, causes retailers to display them 'up front.' This is one of the trends we have to combat vigorously this season, for mass displays are essential to move our 1937-38 crop."

The Exchange employs research of many kinds to guide its market operations. Stores throughout the country are used as laboratories to test the deciduous fruit trend. Recently 15,000 to 20,000 pantry surveys were made to check on it again. Medical research at the Mayo Hospital, Columbia University, and U. of California is attempting to find the value of oranges in treating children's fever, arthritis, and the rheumatic heart. Some 341 children are undergoing a controlled feeding experiment to determine the effect of orange juice on teeth and gums.

"We must reach all classes with news of the record crop. Consequently

we are using all media," explains Mr. Geissinger. Through agents Lord & Thomas, insertions are appearing in *S. E. P.*, *True Story*, *Time*, *Life*, *Look*, *Liberty*, *The American Weekly*, *This Week*, *New York News*, *Philadelphia Inquirer*.

"Sunkist Time," an early morning radio program, was heard on 11 stations during the Navel orange season. That number will be expanded for the Valencia season by addition of stations KSTP, Minneapolis-St. Paul; WREC, Memphis; KOIL, Omaha; KMBC, Kansas City; KGKO, Dallas - Ft. Worth; KOIN, Portland, Ore.; KIRO, Seattle; CKWX, Vancouver; CFRB, Toronto; CFAC, Calgary.



Sunkist Oranges

Medical authority blends with price appeal.

Neonized painted bulletins are spotted in Sunkist's 31 leading markets, and painted bulletins are visible in 24 other cities where traffic is densest. Posters are used in 70 cities. Express wagon posters and car cards all over the country complete Sunkist's coverage.

True Story's merchandising staff is putting up displays at some 15,000 soda fountains, and the Exchange's own dealer representatives are doing the same in other stores. Direct mail and trade paper ads contribute their influence to promote oranges in opposition to other fruits.

Breakfast for Dizzy

A year or so ago all literate persons knew that Dizzy Dean's pitching arm mowed down enemy batters because Diz had under his belt a breakfast of Grape-Nuts. Then ambitious
(Continued on page 53)



Smith was one of the first advertisers to tie-in with Hearst Magazines' "Phone to Find It" service. Copy at left offers a free interior decoration kit so that women can experiment with a variety of color schemes.

Alexander Smith Jars Loose a State of Mind in the Rug Industry

Women bought 9'x12' rugs, regardless of fit, until this Floor Plan changed an old habit. Now, galvanized dealers join the chorus, "Nearly Right Won't Do," and sales units are up.

UNTIL a little more than two years ago, the most popular size rug of the machine-made variety was the familiar 9'x12'. The average consumer bought that size, just as her mother before her had done, regardless of whether or not it adequately covered her floor. Such popularity had made the 9x12 a state of mind in the rug business.

Consumers in higher income brackets were about the only people who demanded better floor coverage, and they usually bought broadloom carpets, cut especially to fit. Also, sizes larger and smaller than 9x12 could be had in bordered rugs, but the manufacturing cost of what the trade called "odd-sized" rugs made the price gap between the "state of mind" size and other sizes so great that sales on the latter were limited.

That was before Alexander Smith & Sons Co. licked the odd-size bugaboo with a manufacturing program that brought new life to an old—and backward—industry. They surveyed average homes and apartments to see how well the 9x12 was suited to rooms of today, in terms of adequately covering a floor. Decorators go by the rule of a minimum of 6" and a maximum of 12" of floor bordering a rug for proper fit. The survey showed that 9x12 rugs fit like that in about 11 out of every 100 bedrooms and in only two out of every 100 living rooms and dining rooms. The majority of rooms

needed larger sizes, others smaller sizes.

On the decorators' basis for proper fit rugs, Alexander Smith set up a range of rug sizes to fit nine out of every ten rooms, licked the manufacturing difficulties to reduce the premium price on odd sizes, and broke the news of Floor-Plan rugs to a trade ready and willing to accept something new. Solid color rugs and figured rugs without borders were fast becoming the order of the day in floor coverings, and that growing popularity gave the manufacturers the chance to offer not only a variety of sizes but a variety of qualities, too—plain rugs, textured plains and borderless designs.

Floor-Plan rugs were ready for the public in the Spring of 1936. Consumer advertising of rugs in general had followed appeals of style, color and quality, and Alexander Smith was a bit cautious in pegging something new—proper fit. How the consumer would accept this radical change in floor covering wasn't a sure bet at all, so Smith's ad manager, John Devine, and New York advertising agents Anderson, Davis & Platte got together on a campaign as nearly in line with other Alexander Smith advertising as possible.

"Nearly Right Won't Do In Carpet Colors" had been a consistent slogan in the advertising for Alexander Smith broadloom carpets. The theme clicked, so it was used for Floor-Plan rug copy

with a sub-head, "Nearly Right Won't Do in Rug Sizes Either." A diagram of a skeleton room was inserted in the ads to show the difference between right and wrong rug sizes, in regularly scheduled ads in *American Home*, *Good Housekeeping*, *Better Homes & Gardens*, and *McCall's*. The same right and wrong illustration followed in later ads, with bolder copy on the right size idea. "Now buy your rugs as you buy your dresses—to fit," advised the ads. And so well did the right and wrong room diagram tell the Floor-Plan story that the same illustration now identifies all Floor-Plan ads, display pieces, etc.

Floor-Plan rugs rang the bell immediately as a good merchandising scheme. Advertising continued through 1937 with more stress on the size theme. Consumer reaction began to develop greater yardage unit sales for Alexander Smith, and the demand for the new correct size rug stirred other manufacturers to take up the idea with their own adaptations. Odd sizes became selling sizes, and Alexander Smith increased its advertising appropriation to undertake, this Spring, its most extensive advertising and promotion campaign for Floor-Plan rugs.

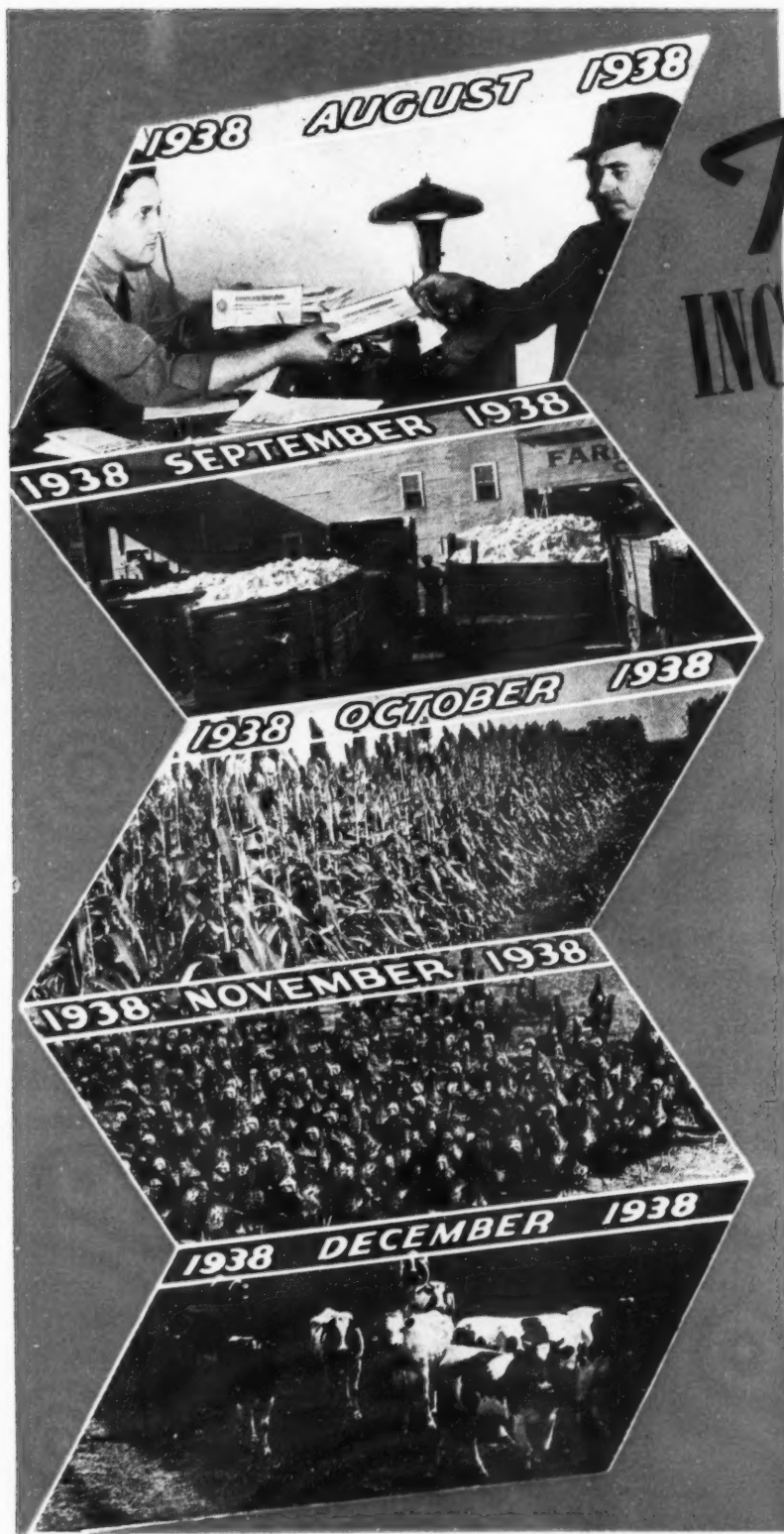
Expanded Advertising, Too

Full color and black and white pages in consumer magazines, advertising to the trade, merchandising tie-ups (including an interior decorating service offered free to consumers), and elaborate display material for the company's 5,000 dealers, are some of the tools with which Alexander Smith is promoting Floor-Plan rugs in its 1938 campaign.

The company was one of the first advertisers to make a sales vehicle out of the telephone service offered by Hearst magazines. The service works this way. In 125 cities are located bureaus, maintained by the magazines, to answer telephone inquiries from interested readers on where to find, in a certain city, merchandise that is advertised in the magazines. Magazines offering advertisers the "Phone to Find It" service list each month the locations and telephone numbers of the 125 bureaus. Alexander Smith ads appear on the page opposite the listing in *Good Housekeeping*, *Pictorial Review*, and *House Beautiful*. Copy offers readers a free decorating kit, which includes a swatch sample of a rug and matching samples of wallpaper, drapery and upholstery material, each identified with the name of the manufacturer. Kits are prepared by Clara Dudley, Smith's consultant decorator.

(Continued on page 52)

SALES MANAGEMENT



The BIG INCOME MONTHS

*of a BIG INCOME YEAR
are just ahead for
farmers in Okla-
homa and Texas*

Here is the sales picture for the Oklahoma-Texas area for the next five months: Fifty-two millions in soil conservation and parity payments in August and September . . . sixty percent of the year's total cash farm income in the August-December period.

Already a wheat crop 20,000,000 bushels above the ten year average has been put away in this area. Already crop and livestock conditions are better than any year in the past nine, due to rainfall six inches above normal for the first six months of the year.

The upswing in the Southwest has been on since January 1. Keep in step with it. Advertise to the farm market that has the power to buy NOW through the farm paper that has the power to pull . . . the only farm paper with more than 217,000 Oklahoma-Texas circulation.

The FARMER STOCKMAN

OKLAHOMA CITY, OKLAHOMA

THE OKLAHOMA PUBLISHING COMPANY • WKY
THE DAILY OKLAHOMAN • OKLAHOMA CITY TIMES
MISTLETOE EXPRESS • KFOR, COLORADO SPRINGS
REPRESENTED BY THE KATZ AGENCY INC.



\$49,813⁰⁰

FROM ONE LITTLE COUPON.

Truscon Standard Steel Buildings have been advertised in Business Week for years. Recognition of the importance of executives in company purchases, plus the fact that Business Week reaches more executives per advertising dollar than any other general magazine or general business magazine, constitute basic reasons for their continued schedules. But here's another reason*, reported by Truscon Steel Company:

"Several months ago, in response to a Truscon advertisement in Business Week, a Western contractor sent an inquiry on a Truscon standard steel building to one of our District Managers. The result was an order for a \$12,355 building.

"A short time later the owner decided to erect another building. Well pleased with the first one, he went to the same contractor who in turn came to Truscon with another order — this time for a \$19,800 building.

"Because of the larger size, it was necessary for the contractor to seek the assistance of a second contractor in erecting the building. A month or two after this, the second contractor received a building job. Remembering his pleasant experience with Truscon, he called them in on the job. Another order — for a \$17,658 building.

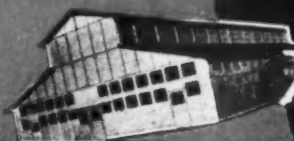
"Thus, from one little coupon, grew orders for three Truscon standard buildings with a total value of \$49,813."

*A little over a year ago Truscon told us of another instance in which their advertising in Business Week accounted for a sale of an \$85,000 Truscon standard steel building.

For sales — **advertise in**

A MCGRAW-HILL PUBLICATION

YOUR TRUSCON BUILDING



Type 3-M please-
I'm
in a hurry



USE THIS FOR PROMPT REPLY
We are interested in the type of building
checked below.



"Three
weeks ago
that was a
vacant lot!"

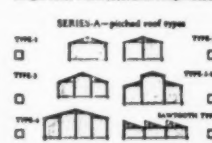
...and vacant lots give executives the jitters when a new plant or plant expansion is needed in a hurry. That's why Truscon is called into action so often. • Think of it! A complete, permanent Truscon Standard Building... ready for use... in only a few weeks' time! Any type... any size... any arrangement of doors and windows... any type of roof design... your particular specifications can be met exactly! • The cost? Surprisingly low. Any one of Truscon's fifty-seven sales offices will consider your problem and submit complete information, including cost. Write us... today!

This Advertisement Appears in Engineering News-Record-September 16, 1937



USE THIS FOR PROMPT REPLY
We are interested in the type of building
checked below.

Length.....Width.....Clear Height.....

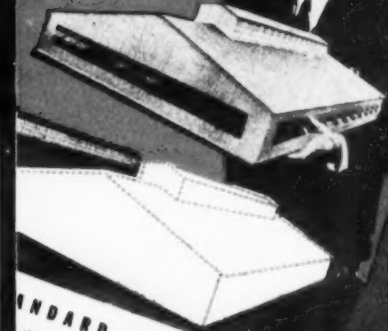


Name.....

Address.....

City.....State.....

A PLANT GROWS UP
Economically

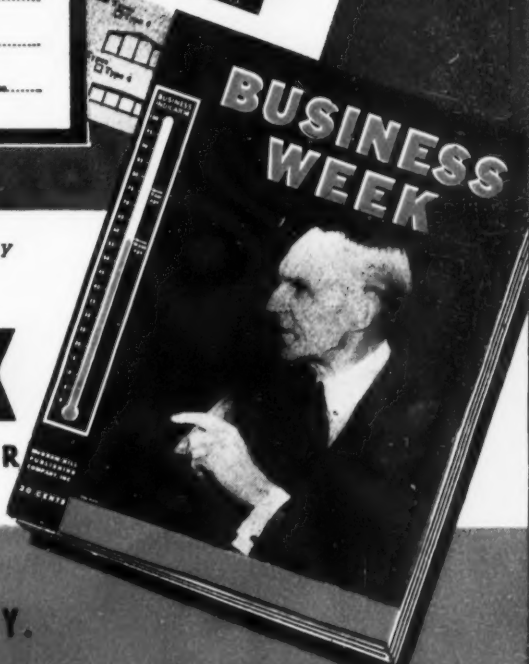


STANDARD BUILDINGS

tion at the base time. They are permanent structures; yet, if and when required, they can be dismantled, the units moved to a new location and the buildings re-erected with practically no net salvage value. Investigate the multitude of practical advantages offered by Truscon Standard Buildings. Truscon never can help you make the most out of YOUR building dollars... NOW and at any future time!



BUSINESS WEEK



Truscon advertising is prepared by the G. M. Basford Company
New York and Cleveland

BUSINESS WEEK

THE EXECUTIVES BUSINESS PAPER

330 WEST 42ND ST., NEW YORK, N. Y.



Heigh-ho, fellow rag-weeders.
Greetings of the sneezin'.

* * *

One deadline that can't be ducked is August 15. It marks the beginning of the hay fever season for those susceptible to rag-weed pollen. Sometimes you can get a three- to seven-day extension on the closing date, but it's wise not to count on it. When that midnight achoo-achoo leaves for Alabam', be sure your sleeping-car is air-conditioned. That keeps out the pollen.

* * *

John Landels Love asks: "Would you say that a sign, referring to one of several styles of ladies' hair-dressing, in a Toronto barber's window, errs on the side of brevity? The card reads: 'Wind Blown by Experts.' " Definitely. I'd also say it was a good sign to hang in the Capitol at Washington.

* * *

A champion hog-caller has plenty on the bawl.

* * *

The greatest Summer Salesman of us all is Air-Conditioning!

* * *

FDR is at last giving some thought to The Forgotten Millionaire. Life Saver Mint's E. J. Noble has been appointed by the President to an aviation post paying \$12,000 a year. A former advertising man, Noble built the Life Savers business from nothing into the millions, personally owns one of the 'Thousand Islands. A bright chap and a likable one. Nice going, Ed.

* * *

Our own Dept. of Utter Confusion: "Business Index Loses Gains," caption on a chart in the New York Times.

* * *

Overheard by Jean Schwenck, at one of the bagatelle tables in Janssen's (New York) recently: "Immoral satisfaction is more satisfying." You said it, Keed.

* * *

Francis Fitzgerald, of Indianapolis, sends in a couple of paragripes: "The new Minor League—the Union" and "Labor pains—Tom Girdler & Wm. Green."

[28]

"World's Fair-est locations, apartments, values," headlines John J. Meenan, New York realtor, a year ahead of his time.

* * *

Charles B. Coates, assistant editor of *Factory*, did a nice piece for his book in the July issue, called: "Labor Boomerang in Akron." His closing paragraph will give you the gist: "Meanwhile, Akron survives as a tumble-down monument to a succession of union triumphs which have cost it 10,000 jobs and may cost it more—a city which bears testimony to the maxim that everybody loses in a labor war."

* * *

Valparaiso's McGill Manufacturing Co. puts out "McGill News," a house-organ with a better than run-of-factory uplift. Wilferd Peterson, editor.

* * *

On the Delaware Bridge connecting Camden with Philadelphia, there is a big sign reading: "Welcome to Pennsylvania. Penalty for speeding, 90-day suspension of driver's license." Welcome to Pennsylvania, but don't get gay.

* * *

"I am sorry for the delay," Hughes continued, referring to the slowness of his remarks, "but we are trying to conserve our oxygen supply as much as possible. We are using the oxygen-supply sparingly, as the supply is limited and we want to conserve it as much as possible." You just said that.

* * *

On account of it's fun to juggle words, permit me to say that the dictator countries have a possession-obsession.

* * *

Distressing effect of having lived with a columnist for years, the girlfriend's version of a popular song: "A Triscuit—a Triscuit—a salted yellow biscuit."

* * *

I've just discovered that the little sprig of parsley used to decorate the omelet and the lamb chops, and which I had heretofore tossed aside with a contemptuous remark about the "Christmas tree," contains 75,000 Sherman units of Vitamin "A." Now I eat it with a smug and righteous feeling.

It may be comedy for some, as the late Clare Briggs used to say, but it was tragedy for Bob Brown, ace copyman. Some years ago in New York, he had laboriously hand-written copy for a 16-page booklet, working through his lunch-period with zeal. Came a gust of wind and the whole works blew out the window, fluttering prettily to the adjacent roofs and fire-towers. As a final insult, the rains came to make a sodden mass of his dismembered brain-child. Bob stood at the window, wondering whether to weep—or jump.

* * *

"The nation is turning to jelly," says Dorothy Greig, in a bright article on Summer menus. The office Republican says a paternalistic government is making jelly-fish of us all.

* * *

In another section, Miss Greig says that "tomatoes have certainly come up in the world." Indeed they have. When I was a boy, a tomato was something you threw at a barn door. How they used to squish! Later, we found they were good to eat, took them on picnics, with a squinch of salt wrapped in a fold of paper. Today, we know the tomato as one of Nature's richest treasures, exhilarating to the taste, abounding in vitamin bodyguards.

* * *

A dealer's window should *win dough!*

* * *

"That Fellow Bott" (Leo. P.), sends a paragripe: "I dislike gum-chewing because it smacks of bovinity. Ruminant on that one!" Careful, now, Leo. As a milk-addict, the cow is my favorite animal. As an after-thought, he says: "Walnut Street, Chestnut Street, Filbert Street—Aw, nuts!" And will you kindly lay-off Philadelphia, Fellow?

* * *

Dulcet tones fall pleasantly upon the ear when Simone Simon pronounces "boutonniere." Pitched in a golden key, as it were.

* * *

"Safety Expert, Toying with Gun, Slays Soldier." — Headline. Who called that safety expert a piccolo-player, as the old story went?

* * *

Suggested card to be enclosed with a box of Whitman's chocolates, sent as a steamer-gift: "Bon-Bon Voyage!"

* * *

The youngest member of the Roosevelt clan has been named "Franklin, Third." His maternal grandparents are probably adding "Term."

* * *

Don't tell my sponsors, but it's fun running a quip-joint.

T. HARRY THOMPSON.

SALES MANAGEMENT



- All Boston is *divided* into two parts
— and is *united* by one radio station!

The wholesalers who sell to the retailers, who sell to the people of New England, look at the Boston Market with broader vision than the founding fathers. They divide the All-Boston Market (we call it "The Boston Business State") into 2 parts: the Metropolitan Boston Market *and* the Outside Market.

The Metropolitan Boston Market represents all or part of 6 counties:

48% of the population,

57% of the annual retail sales of the "Boston Business State."

The Outside Market accounts for the lavish remainder, 35 additional counties in 4 states:

52% of the population,

43% of the annual retail sales of the "Boston Business State."

• WEEI is the only Boston station that delivers both
the metropolitan and the outside Boston market.

Operated by COLUMBIA BROADCASTING SYSTEM. Represented by RADIO SALES:
New York, Chicago, Detroit, Milwaukee, Birmingham, Los Angeles, San Francisco.

How You Can Get Volume Sales Quickly

Day in and day out, people turn eagerly to the newspaper. It is the primary source of their information regarding the events of the day, of news and comment on people and affairs which interest them and affect their welfare. It is the medium they consult every day of the year for guidance in shopping for the things they buy. As a result, it is the medium through which the advertiser can address his largest audience and implant the buying ideas which produce immediate volume response.

THE history of the world war is available in hundreds of volumes. The stories of the Galveston flood, the San Francisco earthquake, the Titanic disaster, the Lindbergh flight are told in numerous books. But what the average man and woman know about these happenings they learned from the newspaper.

People don't wait for the history books to learn the story of their times. They want the news about what happens *as it happens*, complete with pictures. They want it while it is fresh—not history.

So powerful and urgent is this hunger for news that people in all walks of life make time for a daily session with the newspaper. It alone of all media provides a permanent daily record for consultation at the individual's own convenience. It alone is available at any hour of the day or night as a record of what happens and as a guide to fashion, cookery, investments, affairs of the heart and home . . . and for help in shopping.

It is this dependence by the public on the newspaper—this continuing and highly personal relationship—which gives it such power as an advertising medium. As they peruse the news, readers turn consciously to the

advertising columns. They are accustomed to base most of their buying on what they see in the newspaper.

IN CHICAGO, the newspaper which every day of the week has a following of a majority of all the families in metropolitan Chicago is the Tribune.

Seven days a week, people in every neighborhood and suburb of Chicago are attracted to the Tribune by its coverage of the news, by its comics and its helpful service and feature departments. As a result of delivering a more interesting newspaper to readers, the Tribune delivers to the advertiser Chicago's largest constant audience.

Every day of the week, the Tribune reaches this market's largest known group of spenders—more than 690,000 metropolitan Chicago families.

Because Tribune advertising pays out so much better, Chicago department stores and specialty shops place more advertising in the Tribune than in any other medium.

The newspaper from which people

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

are accustomed to buy is the economical medium for the manufacturer. The Tribune provides an audience already assembled, ready for direct solicitation and receptive to buying suggestions. Every dollar he spends for advertising in the Tribune can be devoted to winning acceptance for the product and the company behind it.

Through the Tribune the manufacturer can build sales-making impressions by picturing his product in black-and-white and in color. He can demonstrate its uses and dramatically emphasize the satisfaction which comes from using it. He can point up the individual features known to be the deciding factors in clinching sales.

In the Tribune he can start and stop his advertising in order to take advantage of seasonal demand and buying power. He can give his dealers direct selling help as they need it and when they need it.

NO MATTER what you are selling, you can sell more in Chicago by building your advertising program around the Chicago Tribune. Rates per 100,000 circulation are among the lowest in America.

Average net paid circulation during the official six-month period ended March 31, 1938: Total daily, 857,963 — Total Sunday, 1,115,643

Spotlight

PEOPLE IN THE SALES PANORAMA



Some smart men find "diamonds at their feet" by just keeping their eyes open. Raymond Shaw did something like that. He found dollars in the grease of automobile repair shops and gasoline stations where nobody had found them before. He figured out a way for station attendants to do a better job of lubricating a car . . . without missing a single point. It was an *idea*. Today he is president of the Chek-Chart Corp. of Chicago. His Chek-Charts are used nearly everywhere. And his offices in Chicago and elsewhere are walnut-panelled and busy.

Ray Shaw as a youngster worked on a newspaper in Iowa and learned to keep his eyes open. Later he got an oil job. While still little more than a kid he went to Chicago to be advertising manager of *Oil News*, a petroleum trade paper, and soon founded *Fuel Oil*. Selling that he became advertising manager for the Independent Oil Men of America and finally joined the Roche Advertising Agency specializing on oil accounts.

During all this oil experience he got his snoot into the greasing and servicing of cars; saw a need there; polished up his idea for Chek-Chart—a sheet which lists lubrication points, car by car, and names the proper "lube" for each. It helps dealers get more *satisfied* customers; adds merchandising power for oil and grease makers.

Shaw is a friendly young man with a purpose; runs a business that keeps him hopping around the country a good deal. His men have sold loose-leaf annual volumes of Chek-Charts covering 600 car models to more than 125,000 service stations. (See story on page 48.)

**CHEK-
CHARTER**



MODERNIST

Showmanship that will compete with Charlie McCarthy and Hollywood supercolossals. That's what suave, slightly-past-forty designer Donald Deskey, born in Blue Earth, Minn., predicts for the future of product display. Up to his neck in New York World's Fair displays, keen-eyed Deskey's primary interest is good product design, and by *good* he means sound, functional modern with simple, clean lines, stripped of ornament. He's mostly responsible for making the cautious American public swallow the pill of modern home furnishings by Kroehler, Valentine & Seaver, W. & J. Sloane—and discover it was candy after all.

But furniture isn't his only *forte*. From his cluttered drafting board have come designs for everything from slot machines to stage sets; International table silver, Libbey glass, May oilburners, Karagheusian carpets, du Pont and Moss-Rose fabrics, modern Steinway pianos, Telechron clocks and Bourjois perfume bottles.

Somewhat of a tramp at heart, Deskey has been a bartender, a stoker, a seller of books and advertising services . . . even a teacher. To steady a rather hit-and-miss early career, he studied architecture, sculpture and design here and in Paris. It was Deskey who early introduced the so-called industrial materials—cork, aluminum, Bakelite, etc.—into architectural art.

Married to a pianist wife, Deskey has two sons. One of his hobbies is taking them to prize fights; another is fishing; a third, designing stage sets. Last month he made news when he became head of New York University's department of industrial design.

If you lived in the St. Louis area and got a Winter Florida travel letter containing some sand with a caption: "Dig your toes into *this*," it would be from Russel Coulter. If you were a shipper and were told "Now you can load merchandise in St. Louis today and have it on Oklahoma City display counters *tomorrow!*" the man behind the idea would be Russel Coulter. He originated the "Frisco Flash," a really fast freight train, three years ago to help start the present-day railroad trend in swift shipping. In his three years as Frisco Railway general traffic manager he has created a lot of selling ideas, as fresh in the Southwest as air-conditioning.

After ten years in Frisco service he went to St. Louis as head salesman for the system because he had ideas and the line was ready to back them. Believing in a short day of hard work every day, and believing in rewarding men who use their heads, he has stimulated the Frisco traffic departments partly by his own example. They still talk of the time, in the black bank "holiday" of 1933, when he got a *trainload* shipment of automobiles even though his line was the longest. He was just out working when the other fellows thought business was too bad.

This erect, well-groomed young executive, who looks a little like a movie star (but who pines to hear Gilbert & Sullivan opera), sticks to railroading because he thinks it needs salesmanship probably more than any other business. He works shoulder-to-shoulder with subordinates and chiefs. They like his imagination all along the 5,500 miles of the Frisco.

FRISCO'S FLASHER



PHILGAS-ER

It sounds like Amos 'n' Andy; but the facts are, gallonage sales of liquid gas in this country jumped from 1,000,000 in 1927 to 141,000,000 last year. R. W. Thomas, a sales chief who has added many of those millions, doesn't talk like Andy. He talks like an engineer. He has managed the Philgas Department ever since Phillips Petroleum Co. created it in May, 1928. It consistently leads the field in bottled gas sales.

Thomas has been an oil engineer from the start. After a couple of years in University of Illinois he went to the natural gasoline fields of Oklahoma and Texas in 1916. Four years later he joined Phillips, first in the construction department and later in research. He says he's "a middle-of-the-roader," a progressive conservative who gets things done by consistent plugging. He learns, by surveys, what bottled-gas users want, territory by territory, and then tries to satisfy them, instead of jamming his own sales ideas down anybody's throat. He has pioneered many forms of service, the latest being a self-service plan for sparsely settled regions. Otherwise his tank wagons reach route customers at fixed dates. This makes Philgas in the country as continuous as city-main gas, with monthly bills.

Slight and wiry, Thomas supervises his 150 salesmen, his 18 service districts and his 12 self-serve areas with great energy, traveling the field about one-third of his time—mostly by rail. When there's a let-down—which is seldom—he fishes and plays indifferent golf. He reads economics, philosophy and current business avidly. He is married, has three children and lives in a Detroit suburb. And he is only 39.



How 74 Iowa and Illinois Dailies help you sell this Important market Through:

- Uniform Market Information
- Standardized Merchandising Cooperation
- Frequency Discounts on National Schedules
- Uniform Consumer Surveys
- Uniform Retail Trade Reports

AT last agencies and advertisers can proceed with profitable confidence in planning and placing sales-producing schedules in important Iowa and Illinois dailies.

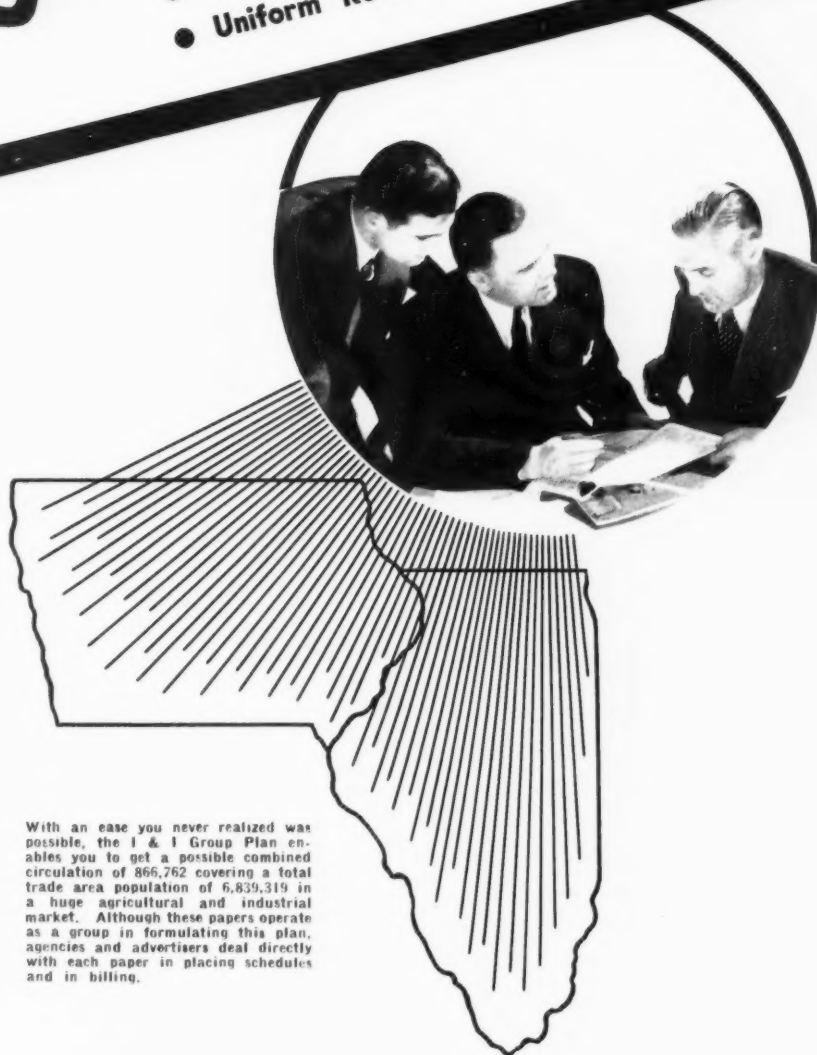
No longer is it necessary to be a "Philadelphia lawyer" to figure out whether you have the right information on rates . . . markets . . . merchandising cooperation. The amazing new I & I Group Plan (now in use by 74 Iowa and Illinois Dailies) gives you the answers in reliable, easy-to-use form.

FROM HODGE-PODGE TO STANDARD PRACTICE

All rate cards of standard size (file folder style for safe, easy filing of important data) . . . standardized, clearly defined merchandising cooperation . . . uniform market information and consumer surveys . . . these things have now replaced the old method. The I & I Group makes it simple and easy to place schedules and to know your market.

FREQUENCY DISCOUNTS NOW AVAILABLE ON NATIONAL SCHEDULES

Here's a big money-saving feature of this revolutionary new plan. For national advertisers who place ads to run consecutively in compliance with the uniform Frequency Discount Schedule, liberal discounts are allowed . . . similar to local advertising set-ups. Thus you get double benefits: a consistent selling story and actual cash savings.



With an ease you never realized was possible, the I & I Group Plan enables you to get a possible combined circulation of 866,762 covering a total trade area population of 6,839,319 in a huge agricultural and industrial market. Although these papers operate as a group in formulating this plan, agencies and advertisers deal directly with each paper in placing schedules and in billing.

As an alert agency man or advertiser, you want to take full advantage of this outstanding new development in handling national accounts. You want simplified, standardized, definite commitments from a large group of newspapers . . . the I & I Group Plan gives it to you. You want increased sales and added profits . . . the vast Iowa and Illinois market gives that.

Get full details on this plan now. Write today to the Iowa Daily Press Association, Shops Bldg., Des Moines, Iowa, or the Daily Newspaper League of Illinois, Leland Office Bldg., Springfield, Illinois.

**Iowa Daily Press Association
Daily Newspaper League of Illinois**



THE NEW YORK JOURNAL-AMERICAN WILL PUBLISH A
WORLD'S FAIR SUPPLEMENT
 SUNDAY, APRIL 16, 1939



More stupendous than any exposition which America has ever seen, the **NEW YORK WORLD'S FAIR** will exert untold good influence upon **BUSINESS**, not only in New York but throughout the entire country.

By conservative estimate 10,000,000 people will travel to the Fair and they will pour more than **SEVEN HUNDRED MILLION DOLLARS** into this city's cash registers . . . \$700,000,000 *in addition* to what the city normally spends. Literally *every* business concern in New York and countless contributory manufacturing concerns, will profit, directly or indirectly.

Business will leap forward . . .
 Forward With The Fair.

This is the country's *biggest business*

opportunity. The Fair will be on everyone's tongue. Every merchant and manufacturer will want to get everything possible out of it. So it is logical that the **NEW YORK JOURNAL-AMERICAN** having America's largest standard-size Sunday circulation, should publish a **WORLD'S FAIR SUPPLEMENT**, distributed Sunday, April 16, 1939. With full-color printing, special articles in this issue by outstanding writers will promote the spirit and purpose of the Fair to well over a million New Yorkers. The eyes of America will be on New York . . . and the eyes of New York upon the Journal-American. Tie up with it. Give your advertising the benefit of the country's highest visibility.

Information on circulation and advertising rates are now available upon request.



NEW YORK JOURNAL-AMERICAN

INTERNATIONALLY REPRESENTED BY HEARST INTERNATIONAL ADVERTISING SERVICE, RODNEY E. BOONE, GENERAL MANAGER



Marketing Flashes

[Hitching a Product to the Headlines—Sales Training That Fits Large and Small Organizations]

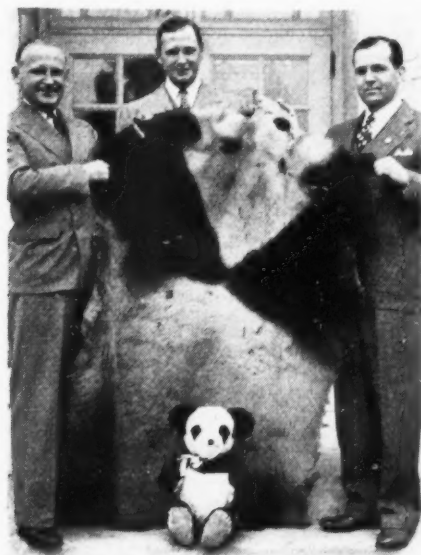
Pandaskin

A year or so ago a baby giant panda was brought to the Chicago Zoo and attracted nation-wide amusement and interest. (Perhaps it was a giant baby panda or a panda giant baby . . . well, never mind, you know the one we mean.)

Now Amity Leather Products Co., West Bend, Wis., has bought the hide of another panda, a full-grown giant. A thumping price, \$5,000 to be exact, was paid the scientific expedition which brought it back from China. Amity made from a part of the hide one of their "Director" billfolds.

They can't get much volume, though, on \$5,000 bill folds, so it and the skin are being sent around as a stunt to stores stocking Amity's line. "An authentic reproduction" called Panda-Grain is available for average buyers' budgets in Amity's billfolds, handbags, etc.

Holding the skin are Amity's Sales Manager Stanley Rindfleisch, President Robert H. Rolfs, and John E. Dickinson, sales manager retail division. A toy baby giant panda, or panda baby giant as the case may be, is seated.



Bottom is baby, above a giant

Our Daily (Apple) Bread

Apple flour, blended with wheat flour, is being introduced to Seattle in a loaf of bread put out by Hansen Baking Co. of that city.

A vacuum process of dehydration reduces the fruit's moisture content to about 1%, and it is then milled into

flour. Bread made with apple flour is a creamy white color, and contains the equivalent of one large apple in each one-and-a-half-pound loaf. Such a loaf does not taste of apples, but, say the makers, it is more appetizing, more healthful because it has vitamins not found in other bread, and "the apple pectin keeps it fresh longer."

A half cent is added to each loaf's cost by the addition of apple flour; but Hansen is not adding this to the retail price, in the belief that more volume will more than make up for extra expense.

The redness of ripe apples is used in newspaper ads, counter and window displays, and on "Olympic Apple Bread" wrappers. "Low in starch content for those who think twice about their figures," says newspaper copy, and "your apple a day in your daily bread."

Izzard Co., Seattle agency, is in charge. The firm specializes in apple by-products, having publicized "Appella Crisps," a breakfast cereal and confection, and "Dr. Schoop New West apple juice."

Step-Up Sales Plan

"Salesmen on the whole have been inclined to think defensively during the past several years, and many executives now realize that aggressive salesmanship is the only thing that can be counted on to bring back business."

"Also, there has been no new group of salesmen developed, with the result that an expanding sales organization finds itself faced with the necessity of training new men from the ground up, a difficult and time-consuming task that the average executive is too busy to handle effectively," says E. E. Seielstad, assistant gen. mgr. of Brobuck, Inc., Detroit.

To help overburdened sales managers, Brobuck, film producer, and Dartnel Corp., Chicago, have pooled experience and resources in a "Step-Up Sales Plan." Basis of the plan is eight talking slide films, with projector and screen. Films cover such subjects as "how to find buying motives your product offers, how to get attention at the start, how to conduct a demonstration, how to handle objections" and other fundamentals of selling.

Then, "meeting guides" are provided "enabling the sales executive to

bring these basic general principles down to your own product and principles" at a series of meetings. Study units are furnished each salesman on each of the subjects covered in the plan. "These study units are textbooks covering the principles of successful selling based on the information given in the talking slide films, and illustrated to drive home the important points."

Questionnaires test the thoroughness with which salesmen grasp this selling information; and grading masks, which show only answers to the questionnaires, permit marking at the meeting. Discussions may be carried on in the light of weak points brought out by the questionnaires.

"Many stimulating ideas have been set forth in syndicated slide films and moving pictures," said Mr. Seielstad, "but in most cases these dealt with an individual's plan or system, or treated a limited number of essential points in a very general way."

"In our program we avoided branded lines, getting down to fundamentals that apply to all selling, and doing a complete job from a salesman's preparation before the interview with a prospect to closing the sale."

"Our intention was to bring visual sales training within the reach of smaller organizations, where budgets do not allow the usual custom-built training material. We have been greatly surprised to find, in the brief period it has been on the market, that the Step-Up Plan appeals just as strongly to large organizations. It has been gratifying to know that the program is so fundamental as to be useful to companies that have spent thousands of dollars on films made specially to fit their own problems and procedures."

Come See Us!

United Air Lines has 22,000 stockholders. Many of them, while satisfied to make a fiscal investment, have not made a physical investment of their time by a plane trip.

Accordingly, President W. A. Patterson has written them offering half-fare tickets for a limited time. "This improved acquaintanceship will not only give you more complete information on your investment (our equipment, facilities, operating policies and the standard of our service), but will better enable you to inform friends and business associates of United's operations."

The plan, he states, is an approach to the problem corporations have of getting stockholders not only informed about but interested in the company in which they have made investments.

Peak Cities of the Month: November

As a guide for setting quotas, allocating advertising and routing of salesmen, Sales Management presents the picture of November business activity in 151 cities of 50,000 population or more; each month this information will be given for a period 2½ months ahead.

IN November the range of business activity will run from a high of 152.82 in Pueblo (the base, 100, represents the average month in each city) to a low of 75.60 in the Albany-Troy-Schenectady area. The U. S. A. average for the month is 99.45.

As pointed out in the July 15 issue, every city and every state has its own pattern of business activity, and the best single measuring rod of business activity is bank debits, which mirror 90% of all transactions. This new forward-looking service which SM editors have devised to serve the needs of the sales manager, the advertising manager and the advertising agency, differs in many respects from any other which has been offered, but perhaps its greatest distinction is that every city is compared with itself rather than with other cities.

It is obvious that every city of 50,000 population and more is a market worth developing. Each one of these markets is a good market any month in the year, but if this month the city does 25% less than its 12-month average, while next month it does 25% more than average, it is obvious that both sales and advertising campaigns should be more successful in the second month than in the first.

SM readers agree that *all markets are not of equal value at any particular time*. Space does not permit printing very many of the letters of comment about the introductory article in the July 15 issue and the accompanying ratings of cities for October, but the following are typical:

Frank T. Hypps, director of research, Brown & Tarcher, Inc., writes: "You are to be congratulated upon the introduction of 'Peak Cities of the Month' as a new feature of SALES MANAGEMENT. It strikes at a basic weakness of 'home-office sales management' which too frequently considers all markets of equal value at any particular time.

"Wide recognition of the numerous measurable differences in markets should go a

long way toward increasing the effectiveness of sales and advertising effort.

"The use of bank debits as a guide to sectional business activity is a well chosen index. It will aid progressive organizations in determining the particular 'lag' or 'lead'

of their business in relation to basic conditions, which to my mind is the essence of proper timing of promotional activities."

George L. Todd, general sales manager of The Todd Co., Rochester, New York, knows the value of bank debits both in relation to general business and in relation to his own, where they are of course particularly sensitive and accurate, since the company manufactures banking supplies. He believes that this new feature will be a definite help in planning sales and advertising campaigns for the Todd Co. in the 151 cities, and adds, "obviously, bank debits are not only a good business indicator generally, but are a particularly sensitive and accurate one for our business."

P. C. Beatty, associate space buyer, Maxon, Inc., made the following comment: "(1) The idea is clearly expressed; (2) Bank debits are a fair guide to business activities in a city; (3) Very definitely this feature will help us in planning advertising in the 151 cities."

R. C. Cameron, sales manager, Household Appliances, Nash-Kelvinator Corp., writes that "Peak Cities" will help his company

Peak Cities of November

The following figures show for the 151 cities of 50,000 population or more for which bank debit figures are available, the relation between November business activity in each city and its own average month. 152.82, for example, means that Pueblo's business activity in November is 52.82% better than the average month in that city. "S. B. P." refers to SM Survey of Buying Power, April 10, 1938. Source of figures: Federal Reserve Bank debits averaged for years 1934 to 1936 inclusive, and computed by SALES MANAGEMENT.

City-State	November Ratio	National Buying Power %—S. B. P. Trading Area	City-State	November Ratio	National Buying Power %—S. B. P. Trading Area
Pueblo.....	152.82	.0520 (24X)	Duluth.....	112.37	.2497
Durham.....	129.12	.0650	Springfield, Mass....	112.36	.5309
Memphis.....	127.56	.8435	Columbia.....	112.34	.2996
New Bedford.....	117.92	.2733 (8)	Hammond.....	111.87	.2688 (12X)
Gary.....	116.82	.2688 (10X)			
Macon.....	116.58	.2306	Boston.....	111.51	3.2287
Brockton.....	116.00	.1563 (4X)	Fall River.....	111.42	.2733 (8)
Lowell.....	115.97	.8714 (17X)	Decatur.....	111.28	.1264
El Paso.....	113.31	.2741	Holyoke.....	111.19	.3158 (13Z)
Lynn.....	112.99	.4424 (18X)	Peoria.....	110.88	.3614
Richmond.....	112.89	.4157	Passaic.....	110.24	.2656 (22X)

(Continued on page 40)

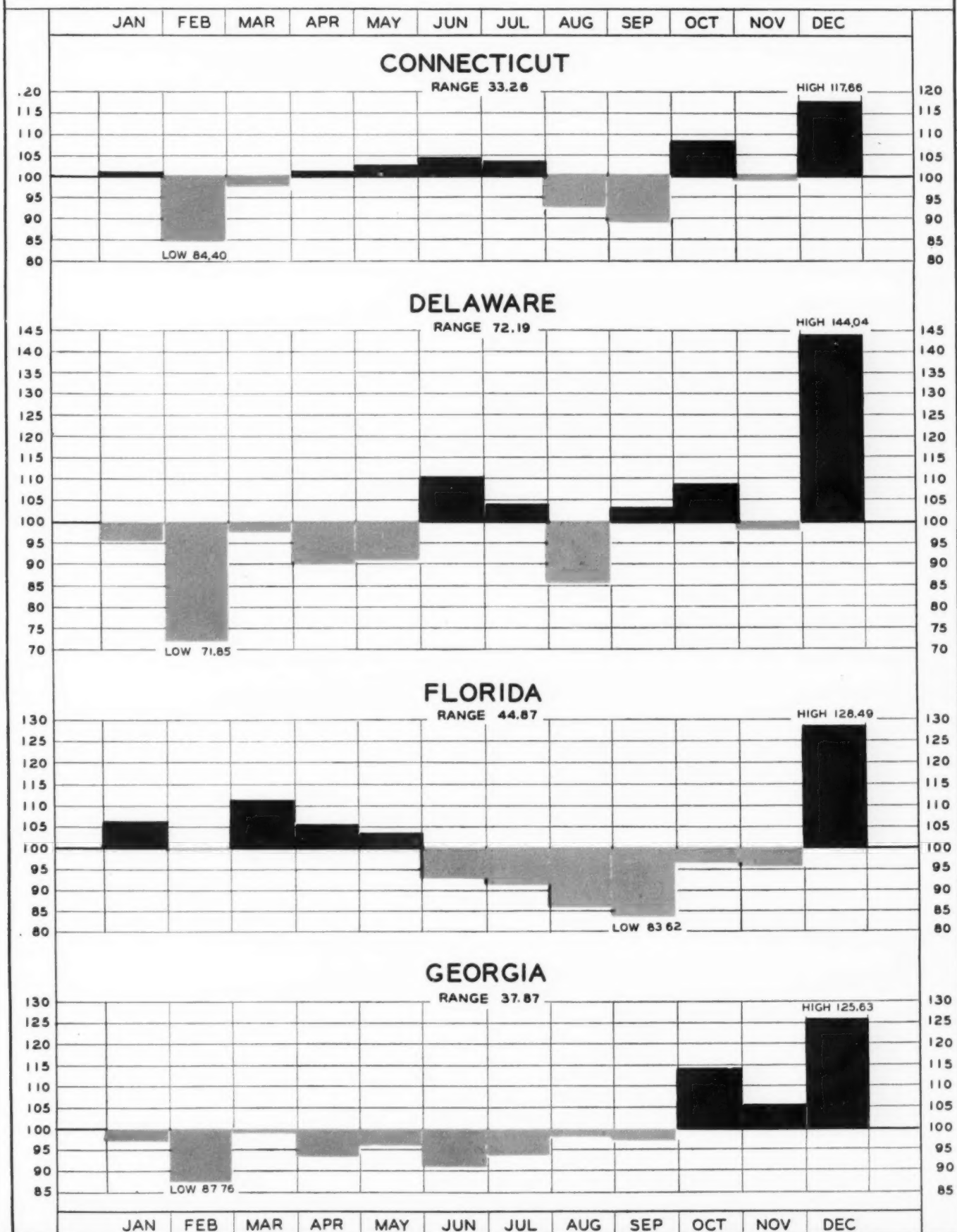
Explanatory Notes: The "S. B. P. Trading Area National Buying Power %" is a total of the buying power percentages for the counties making up the trading area of the city, as taken from SALES MANAGEMENT's April 10, 1938, Survey of Buying Power. The counties making up the trading areas of the 151 cities have 93.96% of the nation's buying power. . . . Certain cities, such as Minneapolis and St. Paul, have a combined trading area, and the same buying power percentage is shown for each. . . . Certain other cities, such as Hammond, Ind., are parts of a larger metropolitan market, but the percentage of the county in which it is located is shown separately.

Such cities are designated with an X. . . . Some counties contain several cities over 50,000 for which bank debits are available, and the county buying power percentage is given for each. Los Angeles County is an example. Such cities are marked Z.

4. Ibid Boston.
8. Fall River and New Bedford combined.
10. Ibid Chicago.
12. Ibid Chicago.
13. In same county as Springfield.
17. County percentage included in Boston area.
18. Ibid Boston.
22. Ibid New York.
24. Ibid Denver.

MONTHLY VARIATIONS IN BUSINESS BY STATES

BASE 100 EQUALS MONTHLY AVERAGE OF BANK DEBITS
FOR YEARS 1934-1936



in planning sales and advertising work in the 151 cities, and adds, "In my opinion, 'Peak Cities' will be widely read."

W. A. Brewer, the Brewer-Weeks Co., expresses a reservation when he says: "I am far from convinced that bank debits are a good index (by themselves) as to business activity in a city. They do not show *what* kind of dollars are circulating—whether

these are the 'necessity dollars' that are so hard to snare and so profitless when snared—or whether they are the 'optional dollars' on which the spender can exercise his discretion and make his own choice.

"I prefer an index in which several factors are weighted—e.g., electric power output, carloadings, bank debits, and payrolls. Any single factor is subject to external variations; for example, at times of 'hoarding'

either of money or of food, bank debits indicated large business activity when such is just the opposite of the actual case.

"However, such a study as you are making and are projecting into the future, in spite of these strictures, has a great advantage over the kind of blind guessing that all too often rules sales and advertising plans."

(Continued on page 61)

Peak Cities of November

(Continued from page 38)

City-State	November Ratio	National Buying Power %—S. B. P. Trading Area	City-State	November Ratio	National Buying Power %—S. B. P. Trading Area	City-State	November Ratio	National Buying Power %—S. B. P. Trading Area
Evansville.....	109.62	.2569	Hamilton.....	102.08	.1113 (11X)	Tampa-St. Petersburg.	98.98	.3189
Charlotte.....	109.28	.3972	Charleston, S. C....	101.98	.1015	Tacoma.....	98.97	.1538 (28X)
Saginaw.....	108.90	.1559	Springfield, Ohio...	101.90	.1157	Fresno.....	98.92	.2725
Galveston.....	108.79	.0671 (9X)	Allentown.....	101.77	.1414 (2X)	San Antonio.....	98.84	.6567
Fargo-Grand Forks...	108.44	.3573	Mobile.....	101.73	.1229	Binghamton.....	98.72	.3076
Fort Wayne.....	108.31	.3332	Akron.....	101.60	.3841 (1)	Toledo.....	98.68	.8286
Montgomery.....	108.14	.2065	San Francisco.....	101.53	2.2618	Chicago.....	98.67	5.6588
Winston-Salem.....	107.99	.1317	Grand Rapids.....	101.32	.5995	Oakland.....	98.65	.6643 (21X)
San Jose.....	107.84	.1600 (27X)	Kansas City, Mo....	101.25	1.6709	Lansing.....	98.64	.2508
Roanoke.....	107.70	.1468	Terre Haute.....	101.03	.1947	Springfield, Ill.....	98.47	.2378
Kalamazoo.....	107.49	.1638	Cleveland.....	100.99	2.7395	Columbus.....	98.21	.8058
Augusta.....	107.43	.1302	Charleston, W. Va...	100.92	.3813	Minneapolis.....	98.06	2.1940
Johnstown.....	107.26	.1917	Camden.....	100.69	.1913 (5X)	Philadelphia.....	98.00	4.1148
Sacramento.....	107.20	.4021	St. Louis.....	100.64	2.0291	Louisville.....	97.95	.6516
Salt Lake City.....	107.10	.6061	Tulsa.....	100.54	.4173	Wilmington.....	97.95	.2583
Huntington.....	106.90	.2443	Wheeling.....	100.47	.1780	Miami.....	97.91	.3328
Indianapolis.....	106.23	1.0790	Long Beach.....	100.46	2.9016 (16Z)	Wilkes-Barre.....	97.86	.3373
Phoenix.....	106.09	.2403	Buffalo.....	100.45	1.4832	Canton.....	97.81	.2347 (6X)
Reading.....	105.80	.2197 (25X)	Norfolk.....	100.43	.2683	New Haven.....	97.71	.4555
Cincinnati.....	105.66	1.1853	Des Moines.....	100.40	.7688	Beaumont.....	97.69	.2104
Waco.....	105.35	.1440	Baltimore.....	100.29	1.1695	Omaha.....	97.60	.8385
Waterbury.....	105.22	.4555 (31Z)	Houston.....	100.24	.9486	Hartford.....	97.49	.6091
Atlanta.....	104.91	.7585	York.....	100.23	.1556 (32X)	Syracuse.....	97.31	.5327
Little Rock.....	104.87	.3459	Savannah.....	100.22	.1631	Portland, Ore.....	97.14	1.0865
San Diego.....	104.84	.2706	Jackson, Mich.....	100.16	.1137	Cedar Rapids.....	97.07	.1395
Worcester.....	104.82	.4246	Sioux City.....	100.14	.3799	Lincoln.....	96.56	.1758
New Orleans.....	104.76	.6831	South Bend.....	100.03	.2345	Youngstown.....	96.34	.3642
Pittsburgh.....	104.76	2.8261	Port Arthur.....	100.01	.1326 (23X)	Raleigh.....	95.84	.4427
Providence.....	104.54	.6515	Shreveport.....	99.92	.3628	Newark.....	95.83	2.6468 (30X)
Chattanooga.....	104.50	.1968	Knoxville.....	99.85	.3217	Rochester.....	95.80	.6728
Denver.....	104.45	1.1718	Washington.....	99.76	1.0843	Berkeley.....	95.74	.5811 (3X)
Rockford.....	104.33	.2227 (26X)	Utica.....	99.75	.2379	Oklahoma City.....	95.67	.8362
Flint.....	103.88	.2528	Chester.....	99.64	.2981 (7X)	Milwaukee.....	95.57	2.1334 (19)
Pasadena.....	103.83	2.9016 (16Z)	Asheville.....	99.57	.1250	Altoona.....	95.52	.1359
Greensboro.....	103.81	.1774	St. Paul.....	99.54	2.1940 (19)	Birmingham.....	95.48	.5716
Spokane.....	103.37	.4553	U. S. A.....	99.45	New York.....	95.07	12.4080
Fort Worth.....	103.33	.8533	Scranton.....	99.23	.2609	Harrisburg.....	94.50	.6118
Portland, Me.....	102.83	.2416	Detroit.....	99.15	3.2638	St. Joseph.....	94.28	.1176
Davenport.....	102.74	.2659	Nashville.....	99.15	.4174	Springfield, Mo....	94.02	.1465
Erie.....	102.52	.2676	Los Angeles.....	99.10	3.6154	Kansas City, Kans...	92.77	.0990 (14X)
Dallas.....	102.34	.8694	Seattle.....	99.05	1.1574	Jacksonville.....	92.21	.4454
Lancaster.....	102.24	.1722 (15X)	Dayton.....	99.02	.4683	Lexington.....	90.27	.1978
						Wichita.....	89.93	.5231
						Austin.....	89.37	.1138
						Topeka.....	87.71	.0792 (29X)
						Trenton.....	87.70	.1775 (30X)
						Albany-Troy-Schenectady.....	75.60	.8200

- County percentage included in Cleveland area.
- Ibid Philadelphia.
- Ibid San Francisco.
- Ibid Philadelphia.
- Ibid Cleveland.
- Ibid Philadelphia.
- County percentage included in Houston area.
- Ibid Cincinnati.

- County percentage included in Kansas City, Mo., area.
- Ibid Philadelphia.
- In same county as Los Angeles.
- Minneapolis-St. Paul combined trading area.
- County percentage included in New York area.
- Ibid San Francisco.

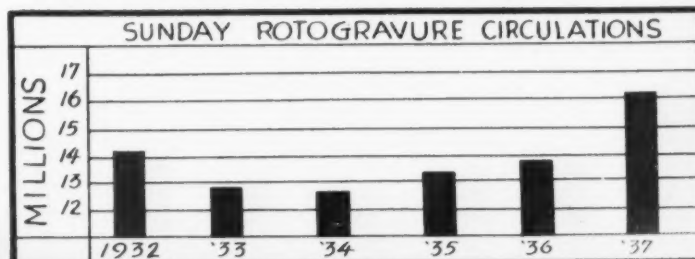
- Ibid Beaumont.
- Ibid Philadelphia.
- Ibid Chicago.
- Ibid San Francisco.
- Ibid Seattle.
- Ibid Kansas City, Mo.
- Ibid New York.
- Same county as New Haven.
- County percentage included in Harrisburg area.



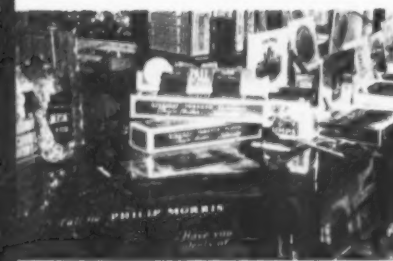
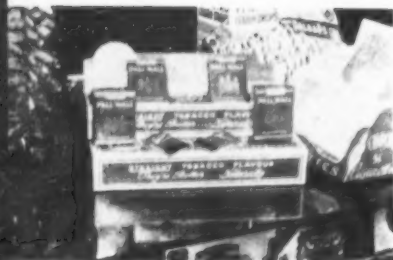
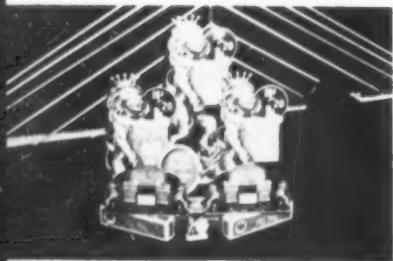
More for your **MONEY** *in the* **ROTO SECTIONS**

*More for your
money in
rotogravure*

● The accompanying chart graphically illustrates one of the reasons why advertisers are buying 100% more space in rotogravure than they did five years ago. Rotogravure is unique in the fact that its circulation reacts immediately to the stimulus of business activity in any of the major markets it serves, and thus gives advertisers the opportunity of concentrating their efforts in areas where buyers and dealers are most responsive. Last year 112 new advertisers found that this quality in rotogravure enabled them to make the dollars they invested in space more productive. For a case study of the sales experience encountered by one of these new advertisers see Pall Mall's story on the next page.



Comments on ROTOGRAVURE "Phenomenal."



Kimberly-Clark Corporation,
8 So. Michigan Avenue,
Chicago, Illinois.

Gentlemen:

In regard to dealer reaction, the number of comments we get on our roto-gravure advertising is phenomenal. We have continued to use it because of the excellent response we got from it, both from our dealers and from the public.

We have been agreeably surprised in the excellence of the color reproduction. You may be interested to know that we expect to make color roto-gravure a permanent part of our advertising program.

Sincerely yours,

Lewis Lee

Advertising Manager
American Cigarette and Cigar Company, Incorporated



Kimberly-Clark Corporation

Established 1872 • Neenah, Wisconsin

NEW YORK
122 East 42nd Street

CHICAGO
8 South Michigan Avenue

LOS ANGELES
510 West Sixth Street

2"



How Major Advertisers Pre-test the Pulling Power of Premiums

A large part of the guesswork as to the potential sales-building value of a premium offer can be eliminated if the premium user follows these well-defined steps in eliminating "bugs."

BY

FRANK H. WAGGONER*

Editor, Premium Practice, and Associate Editor,
SALES MANAGEMENT

IT has been said that advertising is the science of the control of human reactions so they will be favorable to the advertised product and express that favor in patronage. The success of any advertising campaign is therefore measured by the volume of sales traceable directly to its control of public reactions.

Premium advertising stands in a unique position in that the number of premiums given out offers a positive check on the extent of such control of reactions. Each delivered premium represents a sale of one or more units directly influenced by the offer.

While many premium offers have involved the distribution of millions of premiums, others have not been nearly so successful, while some have earned the designation of a "flop."

This has led to the development of steps for the taking of practically all of the guesswork out of proposed premium offers that are to be made over any appreciable extent of territory. These are:

1. Surveys as to popularity and value of proposed premium.
2. Pre-testing the tentatively selected offer.
3. Publicity behind the test.
4. Cooperation with manufacturer of premium.
5. Cooperation of the dealers.

(1) Among the larger companies the practice of conducting surveys in localities that are typical of the entire distribution area to determine in advance the popularity and accepted

Even premiums of seasonal value can be pre-tested. Bab-O, for example, could test the pulling power of flower seeds through consumer media in Florida and Southern California well in advance of the northern planting season.

value of the proposed premium is being more generally used.

Calls are made on housewives, and the premium tentatively selected is shown, coupled with questions as to whether it would be desired and what it would probably cost if purchased locally. Based upon the percentage of replies indicating a desire for the article and an assumed retail value well in excess of its actual cost in the large volume the campaign would require, the decision is made as to whether it would find a comparable reception in the other sections of the territory, both city and rural.

Stress is laid on the housewives' estimate of its local retail price if it is proposed to ask for a certain sum in cash in addition to evidence of purchase of the product. The difference between such price estimates and the amount proposed to be asked determines the strength of the bargain appeal of the offer.

Procter & Gamble, prior to an-

nouncing the offer of a pair of silk hosiery of a widely known make, conducted such a house-to-house survey, showing samples of the hosiery, and inquiring as to its desirability and to its probable local retail price. As a result the hosiery was adopted as a premium and proved exceptionally successful, the cash required being only about half of the usual retail price.

A coffee concern was undecided as to which of four considered premiums should be offered. Opinion among the office staff was about evenly divided. It was decided to engage a force of house-to-house canvassers, send them to three different sections of the territory and have them ask the housewives which one they would rather have as a reward for purchasing a certain number of pounds of a new blend of coffee the concern was about to introduce. As a result, one of the articles outranked the combined preference for the other three, and it

PLEASE ACCEPT FLOWER SEEDS



3 Packages **Only 10¢** with one green BAB-O Label

This offer made solely to induce you to try Bab-O—the grease-dissolving cleaner. See how Bab-O makes household cleaning quick and easier. These seeds not for sale in any store.

There is the greatest flower seed offer on record. One who has never before can afford to miss it. Bab-O is the new wonder flower seed—just a professional package of the new Will Rogers Zinnias. They are being introduced to growers for the first time. In addition, you get 2500 seeds of popular varieties for a David Harum complete garden—an investment so attractive you may find your garden a community prize winner.

WHY WE MAKE THIS GIFT
We offer just these seeds at a fraction of their regular worth to induce you to try Bab-O—the modern cleaner that does most of your hardest work for you. For Bab-O dissolves grease—then makes grease quick and easy to remove without hours of scrubbing and scouring. And when grease is gone, dirt and stains wipe easily away. Procter & Gamble's natural surface cleanser cleans and sparkling white—scrubbing from corner to corner. Hands are softer. Your work is done in less time.

BAB-O
THE GREASE-DISSOLVING CLEANER

HOW TO GET THESE SEEDS
Few stores who try Bab-O care to back to show, hand them again. So to win you as a steady customer, we make this unusual and free. To get your seeds do this: Buy one can of Bab-O—send the green label with your name and address and 10¢. Be sure to use coupon below.

The offer is limited, so please write at once.

SPECIAL GIFTS
Offered on Bab-O brand name every can of BAB-O



Look for this display!



USE THIS COUPON

Name _____
Address _____
City _____ State _____

*This is the third of a series of articles by Mr. Waggoner. Others appeared in the June 15 and July 15 issues of SM.

was selected, proving exceptionally popular throughout the entire territory.

(2) Another of the accepted means of taking the guesswork out of proposed premium offers is pre-testing in a number of sections of the territory, so that the results will give a fairly accurate cross-section of the reactions of the public generally.

Under this plan the premium is tentatively selected and the terms of the offer worked out in detail. Then, while under the provisions of the Robinson-Patman Act some hold the offer must be made available to all dealers in any selected test locality, nevertheless special attention is given to a scientifically selected group of stores that will be representative of the ultimate market.

In determining what stores will be included in such a representative group, the following variables must be considered: (a) Variations in the size and type of retail stores; (b) in the types of neighborhoods; (c) in the position of the product in various markets; (d) geographical differences; (e) variations in retail selling prices; (f) any unusual competitive activity, and (g) the cooperation of the local dealer.

(3) With representative stores selected for test purposes, the offer should be promoted in the same way that would be employed if the campaign were territory wide. It is surprising that some companies simply make the offer and judge its success by the number of sales within a fixed period, without giving the offer the same amount and extent of publicity it would have if it were to be extended throughout their entire territory.

The consensus among larger premium users is that no test offer can yield dependable information unless it is treated as a regular, territory-wide promotion. This involves considerable expense, particularly if store displays are included, but the concern's prior judgment that led to making the test should be sufficient to justify the expense on the assumption that it will be satisfactory. The same applies to local newspaper advertising.

(4) The manufacturer of the premium selected for the test has his part to perform. He is expected to furnish the estimated number for the test at the same price he quotes for the larger quantity in the event the test is successful. This brings up a distinguishing difference between quoting prices to premium users and the regular trade. The latter is accustomed to buying on a diminishing scale, according to quantity. Quotations to the premium field are on the assumed volume if the premium is

selected, and the manufacturer is expected to cooperate with the premium user by furnishing as many as will be required for the test campaign at the large quantity price.

The reasonableness of such an arrangement becomes apparent when one realizes that the premium user must undergo a heavy expense in conducting the test; that he must be in a position to make it on the same cost basis as though it were going throughout his territory; and that he is more anxious for it to succeed than the manufacturer of the premium. Most premium manufacturers appreciate this and are ready to thus cooperate.

lic. In fact, many premium users admit that they count nearly as much on dealer cooperation as on the premium itself, and hence they use the fact of the coming offer to arouse dealers and gain their promise of support, evidenced by the size of their orders for the product.

This cooperation of the dealer may take the form of featuring the offer in his own advertising space in his local papers, independent of any copy the premium user may run, or he may give it space in his handbills. This means that mats should be made available for the dealer.

Display effort is another form of dealer cooperation. With the right cooperation the position of the display will be favorable. A display set up where every customer entering the store can see it, and where the product is just as accessible, will sell more merchandise than one out of sight of store traffic.

Sales support of the clerks is also of the utmost importance. A staff of retail clerks who can sell the offer to telephone customers as well as to those in the store can decide the fate of any test offer.

When the premium is made by a famous manufacturer—such as Wm. A. Rogers Silver—the premium user can capitalize on the maker's good will.

"I find Old Dutch Cleanser is Especially Desirable"

for cleaning porcelain and enamel

...and this is because it is so **STAIN-RESISTANT**

Homemakers everywhere know that Old Dutch Cleanser is the best for cleaning porcelain and enamel.

Because of its distinctive character

OLD DUTCH CLEANSER

AND THIS TEST PROVES IT

Place a little Old Dutch

SEND TODAY FOR THIS HANDSOME Wm. A. Rogers Pierced Jelly Server

ALL-PLATINUM SILVERWARE

MADE AND GUARANTEED BY Wm. A. ROGERS, LTD.

Value for Only **1 Old Dutch Label and 15¢**

(10¢ in Canada)

The fact, general Jelly Server is a most convenient for serving jelly, and is a beautiful centerpiece for the table. It is the ideal "must-have" for the hostess. The label is a beautiful gift for the hostess. The label is a beautiful gift for the hostess.

Many concerns who have been selling to premium users over a period of years have accumulated a fund of experience, and they are usually more than willing to advise on any phase of a test offer. This type of assistance has been found most valuable in many a campaign.

(5) The cooperation of the dealer is most important. If he is enthusiastic he can do much to make the test successful, at least in his own store. This is widely recognized, and is the reason why more attention is being given to promote such offers among dealers in advance of the announcement of the offer to the general pub-

Getting Premiums in Colleges

A number of colleges have awakened to the fact that premium advertising is an integral part of modern merchandising and are starting to give courses on the subject and to secure outside experts to lecture to their students. Mr. Waggoner in recent months has discussed premium merchandising before student bodies of Ohio State, Penn State, and the Wharton School of the U. of P. The latter school lists him in their 1939 catalogue as a special lecturer.

In determining details of the offer there are certain facts that should be borne in mind. The first is whether the premium should be an out-and-out gift to the customer making a certain size purchase, or whether there should be a charge made for the premium. Obviously the premium given with the product without requiring any added sum, will out-pull the other as many as ten to one. "Something for nothing" has always had a powerful appeal—even to the most cynical of consumers.

In considering which plan to use, the retail price of the product and the margin of profit is often the determining factor. If a premium worth the effort to secure it cannot be given outright with a reasonable sized purchase, then a purchase privilege offer is recommended. Under this the purchaser of the product is privileged to buy the added article at a price that is but a fraction of that usually charged at retail. Particularly with a new product this type of offer is preferable to a combination sale. It leaves the acquisition of the second article optional, and on test campaigns has proved most successful where premiums costing more than could be given outright are used.

Who Shall Deliver Premium?

Another important decision in connection with pre-testing premium offers is whether the premium shall be delivered by the dealer with the product at the time of sale, or whether some portion of the package, coupon or other evidence of purchase should be sent in by mail.

With the introduction of a new product, or its extension into new territory, it is advisable that the premium be delivered with the product where that can be arranged. But in all such cases there should be a provision for added compensation to the dealer because of his handling of a second item in connection with but a single sale. This is coming to be the accepted practice, and such provision should always be made on every test campaign where the premium is dealer-handled. To neglect this might have a disastrous effect on the test by stifling dealer cooperation.

Where a mail-in offer is considered, it is only fair to state that the volume of returns will probably be only about a third of an over-the-counter premium delivery. That is why concerns prefer to make an allowance to the dealer for handling a premium equal to the mailing cost.

Pre-testing, fairly and scientifically conducted, will take all of the guesswork out of premium offers.

The Port of New York Authority Selects HAMMERMILL OFFSET for map that guides millions of motorists



*Whether it's a map, broadside or circular,
get sharper, cleaner reproduction by using
HAMMERMILL OFFSET*

THE MAP ABOVE must sell millions of motorists on using the modern transit facilities of the Port of New York Authority. Fine offset work was called for. Colors had to be striking, brilliant, in perfect register... details and type matter sharply defined and easy to read. To meet these exacting requirements, the Port of New York Authority specified Hammermill Offset.

FOR BROADSIDES, booklets, catalogs, any advertising piece, you can rely on Hammermill Offset for the sharp, clean reproduction that makes your message stand out on your customers' desks. Hammermill Offset is closely formed, and surface sized. It holds colors where they belong—on top of the sheet—and retains all their life and sparkle.

THE SPECIAL FINISHES give an unusual third-dimensional depth to illustrations. And both sides look and print alike—a feature that makes possible the savings of work-and-turn printing.

Mail the coupon for the Demonstration Book of Hammermill Offset. Examine the perfect reproductions possible with this fine paper. It's free.



Hammermill Paper Co.
Erie, Pa.

Please send me the Demonstration Book of Hammermill Offset

Name _____

Address _____

(Please attach to your business letterhead)

**HAMMERMILL
OFFSET**

BY THE MAKERS OF HAMMERMILL BOND

HOME OFFICE — 745 FIFTH AVENUE, NEW YORK — ELdorado 5-6700



Street Railways Advertising Co.

CAR ADVERTISING
IN THE UNITED STATES, CANADA AND CUBA.

Chicago, Illinois

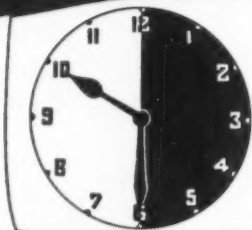
Dear Son:

Last night your Uncle Dick and I had dinner together in one of those typically famous Chicago hostelrys where everyone has a smile of welcome. The fact that we had not seen each other for some time gave us a good start in keeping the conversational ball bouncing back and forth at a lively clip. There was actually an elapsed talking time of 2½ hours from fruit cup to coffee cup. Eventually I maneuvered around to my favorite subject of car advertising.

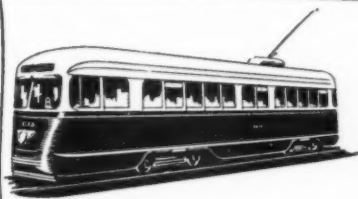
Thirty years of shrewd banking have sharpened Uncle Dick to accurate thinking along financial lines, so it wasn't long before the backs of our menus were covered with pencilled integers.

As an Advertising Agency neophyte you will always be interested in the results of such accurate figuring. It will give you a better slant on the economics of this business of your Dad's.

It works out like this. Discerning Advertisers and their Advertising Agencies who devote a portion of their appropriation to car advertising are actually taking advantage of a fleet of mobile showrooms, operating every single day all over the country, in which they present their sales messages to prospective buyers. These showrooms on wheels comprise the transportation units of the 5 billion dollar public carrier industry of the United States. There are more than 70,000 of them and their daily revenue amounts to



In the length of time it has taken me to write this letter, 130,000 riders have spent approximately \$43,000 in fares on the transportation systems of the United States.



Be on the look-out for one of these new, super-deluxe trolleys in New York. I call them deluxe showrooms for Car Advertisers product presentations.

(2)

more than \$2,000,000. Every day some 35 million people pay their way into these super showrooms with nickels and dimes. This enormous audience is made up of active men and women who are logical prospects for all manner of goods and services. They have come to depend upon these surface cars, buses, and subway, elevated and suburban trains to deliver them swiftly and safely to shops and stores, to their offices and to their homes. Each one of these riders spends an average round trip time of 40 minutes in company with car advertisers' displays. And these displays contain all the magic sales appeal of our modern day advertising. No expense is spared in the maintenance and improvement of these mobile showrooms for the transportation industry spent 250 millions of dollars upon these items in 1937, and approximately the same amount will be expended this year.

Thirteen billion people a year represent a lot of potential sales for a good many different things, son, but Advertisers and their Advertising Agencies can reach these thirteen thousand million prospective buyers in all parts of our nation through car advertisements at an average cost of 6¢ per thousand. Thus, the cost of appealing to a single prospect is only 6/1000 of a cent. That is the most infinitesimally small fractional sales cost known to the big business of advertising.

My artist-itch is responsible for the accompanying sketch. It will give you a faint idea of the continuous vastness of car advertising's audience. More than a billion riders a month. Just mention that figure to some of your circulation satiated co-workers; it has frequently put a terrific strain on many an advertising man's eyebrows. Doubters need only glance at the Transit Commissioners' reports to get a brand new idea of advertising economy.

Affectionately,

your Dad

Chek-Chart Shaw: The Lad Who Revolutionized Auto Service

Nobody did anything about specialized lubrication for different makes of automobiles until this Iowa salesman came along and decided to make a career out of it. Today his Chek-Chart merchandising and servicing helps are used in almost half of all the auto service stations in this country.

BY LESTER B. COLBY

THERE are some 400,000 auto service stations in the U. S. Of these, merchandising helps from Chek-Chart Corp., Chicago, are used in over 125,000. Most of the major gas and oil marketing companies, and many of the smaller independents, employ Chek-Chart methods. The corporation, headed by Raymond Shaw, has offices in half a dozen American cities, a Canadian subsidiary, and representatives in 20 foreign countries.

Ten years ago President Shaw, then an Iowa-born stripling, was selling advertising for an oil trade magazine in Chicago. He looked at the oil industry and had an idea. At that time the oil business thought its sole mission in life was to sell gasoline. Said the youthful Shaw:

"Selling gasoline is just the beginning of the job. The real profits lie in building up auxiliary sales—motor

oils, other petroleum products, lubrication, tires and tubes, batteries, auto accessories and the sale of labor for servicing cars. But how can we make 'em see it?"

Eight years ago he organized Chek-Chart Corp. and went to work. Then automotive lubrication was only one step removed from the primitive grease-cup era. Specialized lubrication, for motor cars, was unknown. So also were lubrication programs, lubrication guides and the lubrication department as we know it today.

Chek-Chart service consists of a series of diagrams, one for each model of every motor car in general use, showing and describing every lubrication point on each car, with recommendations as to the specialized lubricant to be employed and the mileage at which it should be lubricated.

The diagrams are printed on heavy paper, serviceable and cleanable, and

any service station mechanic or man can do a 100% job by turning to the diagram and checking off each operation by number until the work is done. Nothing is left to memory. The entire operation is mapped.

Supplementing the Chek-Chart are:

Grease-Rite—A book of lubrication diagrams, with accurate and useful information as a secondary program for the smaller stations.

Photo-Chek Visual Merchandiser—Cameo-clear photographs of every lubrication and service point on each model of each make of car, to enable the service man to find them quickly. (More than 4,000 actual photos taken each year.)

Chek-Chart Wall Charts—Easily read, one for passenger cars only, and the other for passenger cars, trucks and tractors.

Service Man's Guide to Automotive Lubrication—Telling the entire story of lubricants and lubrication, 120 pages in colors, so that anyone can understand.

Chexall Accessory Blue Book—Complete information on the replacement accessory requirements of all cars in general use together with complete installation and merchandising instructions.

Show Profits at a Glance

Balanced Selling—Using an adaptation of the slide-rule method to show at a glance the pro-rata sales, aside from gasoline, every station should make if it is getting its share of the business. (This program is being carried to the entire petroleum industry by the magazine, *Lubrication & Maintenance*, which Mr. Shaw publishes.)

There are in operation in the U. S. today approximately 29,000,000 cars served by the 400,000 stations. That means 73 customers per outlet. The average car consumes about 667 gallons of gasoline per year. The average station, therefore, if all this business were equally divided, would have a yearly gallonage of approximately 48,000 gallons.

To use round numbers, if 50,000 gallons were sold at each station, and assuming a four cents per gallon margin, the gross profit per outlet would be about \$2,000. Few stations, it is admitted, could survive on that



No matter what make of car the motorist drives, there is a Chek-Chart diagram for doing an efficient, thorough lubrication job. About one out of every two filling stations in the country employs these pictures, charts, diagrams both for their own guidance and as an aid in selling. They are kept up to date by frequent revision. While gasoline is the bread and butter of filling station operators, it is oil and lubrication specialties that provide the profits.

the POWER of FILMS to SELL!

THESE LEADING FIRMS
in the business film industry
advertise in *Business Screen*:

ADVERTISING PROJECTORS
ALEXANDER FILM COMPANY
AMERICAN FILM COMPANY
AMPRO CORPORATION
AUDIO PRODUCTIONS, INC.
AUDIVISION, INC.
BASS CAMERA COMPANY
BELL & HOWELL COMPANY
BERNDT-MAURER CORPORATION
BROBUCK, INC.
BURTON HOLMES FILMS
CARAVEL FILMS
CASTLE FILMS
CHICAGO FILM LABORATORY
DALITE SCREEN COMPANY
HERMAN A. DEVRY, INC.
ELECTRO-ACOUSTICS COMPANY
FILMS OF COMMERCE COMPANY
FLOLITE CORPORATION
WILLIAM J. GANZ COMPANY
GENERAL BUSINESS FILMS
GENERAL SCREEN ADVERTISING
THE JAM HANDY PICTURE SERVICE
LOUCKS AND NORLING
MODERN TALKING PICTURE SERVICE
MOTION PICTURE BUREAU, YMCA
PATHE NEWS, INC.
PATHESCOPE CO. OF AMERICA, INC.
ROLAND REED
SOCIETY for VISUAL EDUCATION
SOUND PROJECTS COMPANY
SPINN-BUTZEN STUDIO
TALKING SALES PICTURES
VICTOR ANIMATOGRAPH CORP.
WEST COAST SOUND STUDIOS
WILDING PICTURE PRODUCTIONS
RAPHAEL WOLFF, INC.

The *irresistible interest* of the motion picture and sound slide film is not only selling more goods and services for increasing numbers of business organizations — today it is performing the equally important task of *revitalizing* important sales programs throughout the country by *selling* salesmen a knowledge of products and of improved techniques in a simpler and more efficient way than ever before known! Sales executives everywhere are finding in these combined forces of sight and sound indispensable tools for improvement of men and methods.

Full recognition of the superior power of motion pictures and slide films is now realized in the recent publication of *Business Screen, The Magazine of Commercial and Educational Films*. Through its pages, sales and advertising executives are reaching a *new appreciation and understanding* of films. Through its many departments and services, offered without obligation to all users and potential users, the path to *economical and extensive* use is made simple and direct. There is nothing "Hollywood" about commercial films except their tremendous power to stir the imagination and quicken the pulse of either business or entertainment audiences. To bring you a realization of this power and *its usefulness in your business* is the editorial function of this magazine.

A Sample Copy Sent to Interested Sales Executives on Request

BUSINESS SCREEN

THE MAGAZINE OF COMMERCIAL & EDUCATIONAL FILMS

• 20 North Wacker Drive, Chicago • Atop the Civic Opera Building

AUGUST 15, 1938

[49]

and right there is where Chek-Chart's sales lesson starts.

Its "Balanced Selling" gadget consists of an envelope, with cut-out windows, inclosing a pull-card. The card can be set to show any monthly gallonage from 1,000 to 25,000 and automatically what the supplementary sales should be if the station is striking an all-around average.

Set the chart at 8,000 gallons a month and we find that the station should sell:

Motor oil, 160 gallons; other petroleum products, 80 gallons; lubrication (jobs), 80; tires and tubes, \$192.00; batteries, \$48.00; miscellaneous labor, \$24.00.

Total gross profit from all sales, per month, other windows show, should be:

Gasoline, at 4¢ per gallon, \$320.00; motor oil, \$80.00; other petroleum products, \$8.00; lubricants, \$68.00; tires and tubes, \$48.00; batteries, \$16.00; auto accessories, \$44.80; miscellaneous labor, \$24.00; total gross profit, \$608.80.

To earn this monthly profit the station, it is shown, must maintain this daily average of sales:

Gasoline, in gallons, 267; motor oil, in gallons, 5.3; other petroleum products, 2.7; lubrication (jobs), 2.7; tires and tubes, \$6.40; batteries, \$1.60; auto accessories, \$3.73; miscellaneous labor, 80 cents.

The sales lesson in this is that, if sales are balanced, every time a profit of \$320 is taken on gasoline the profits on other items should bring the station's gross profits up to \$608.80. That's the target to shoot at and unless it is reached there's something amiss and steps should be taken to correct the situation.

What They Are Missing

It is further pointed out that the average motorist pulls into a service station from 125 to 150 times each year for gasoline, and that the service station operator does so poor a job that he sells not more than 25% of the other products he should.

Chek-Chart also issues merchandising helps and suggestions of various kinds to keep service station attendants on their toes and make them sales-wise. One of these, "Contact Selling," shows how to employ the Chek-Chart to sell lubrication jobs. It is illustrated, to picture a variety of point-of-sale standards that can be used.

Thus armed, the attendant can turn to the chart and show the motor car owner the diagram of his car, with all lubrication points illustrated, and can deftly instill in his mind the danger



Handy card indexes enable a service station man to point out to motorists the various parts of a car that require lubrication. This Chek-Chart service is not confined to one or a few oil companies, but is used by many, with the addition of their own trademarks.

of leaving the job to some hit-or-miss station which may overlook important details and so cause costly damage to the machinery.

That's point-of-sale selling of a type wholly impossible before the Chek-Chart was devised and made available to all modern-equipped stations. Further, it increases the stocks of stations, because a larger line of special lubricants and oils must be carried if the station operator uses the various items specified in doing the job.

It is frankly admitted that, unless the Chek-Chart is used and followed, very often the attendant, because careless, lazy or ignorant, will use the wrong lubricant and the owner will get an unsatisfactory job.

A part of the sales talk is to point out these facts to the car owner and to show him why he should patronize only Chek-Chart stations. Many of the larger oil companies today make a big point of Chek-Chart lubrication and have insignia of various kinds, including light globes and enameled signs, posted to inform the public that the service is available.

Some evidence that service station operators are learning to merchandise other items than gasoline is available. Prof. W. W. Leigh, of the University of Akron, compiled the data a year or so ago. His figures show gains in tire replacement sales by oil companies, in percentage volume, as follows:

Year	Private Brands	Mfrs' Brands	Total
1929	.7	.1	.8
1930	2.7	.3	3.0
1931	5.5	.9	6.4
1932	4.1	2.0	6.1
1933	6.1	3.2	9.3
1934	5.9	5.3	11.2
1935	6.3	6.4	12.7
1936	6.2	6.8	13.0

Gasoline service stations, similar figures show, sold 35% of all battery replacements in 1937.

Chek-Chart engineers work closely with automobile manufacturers, make independent laboratory tests, do research, and sometimes offer lubrication suggestions which cause them to change their recommendations. A monthly lubrication bulletin is also issued to keep service station operators up to the minute on mechanical developments.

If Buick, for example, adopts a new water pump, the bulletin advises lubrication methods; if Ford adds a new gadget, a do-jigger or a frologian, it's the same story. Probably the bulletin will carry a picture of it with a cut-out drawing. The same goes for any change that any car manufacturer may make.

Motor car manufacturers cooperate because they desire perfection of servicing, and here is a way to put the information out to a maximum number of service stations and garages at minimum cost and trouble. Oil companies welcome it because, not only does it enable them to give more perfect servicing, but it enables them to standardize their inventories and reduce the total number of oils and greases carried.

Films Train Station Men

Now, in order to increase the effectiveness of the sales plan, Chek-Chart Corp has developed a new sound slide film with the assistance of Burton Holmes Films, Inc. Three hundred of these are available and are loaned without cost to major oil companies and the more important independents to be used in educating employees and dealers as to the profit possibilities of a good lubrication department.

The story takes a self-satisfied and plodding service station man who did not want to be "told" to the station of a more progressive operator and, through a series of scenes, opens his eyes to his possibilities. The slide film runs 30 minutes, and the sound is carried on both sides of a record.

Not only does the slide film tell an impressive sales story but it also shows the station operator how to do his job. It helps to train men, as well as to convince them and sell pride in the job.

That, in brief, is the story of how the Kid from the West, Ray Shaw, came wandering into Chicago to sell advertising in a trade magazine and remained to change, in an important way, the sales methods of an industry whose retail business runs well over \$5,000,000,000 a year.

Listen to the Men Who Know

Number 2 of a Series of Advertisements

Written by National Geographic
Advertisers

The Travelers

PUBLICITY DEPARTMENT
C. W. VAN BEYNUM, MANAGER
L. K. PORRITT, PUBLICITY ASSISTANT
COLIN SIMKIN, ADVERTISING ASSISTANT
EDWIN E. STERN, ADVERTISING ASSISTANT
G. H. BARTHOLOMEW, EDITOR THE TRAVELERS STANDARD
GEORGE MALCOLM-SMITH, PUBLICITY ASSISTANT
HARRY BARZANTE, SUPERVISOR NEWS BUREAU

*The Travelers Insurance Company
The Travelers Indemnity Company
The Travelers Fire Insurance Company
L. Edmund Jackson, President
Hartford, Connecticut*

July 29, 1938

Mr. Raymond W. Welch, Advertising Director
NATIONAL GEOGRAPHIC MAGAZINE
Washington, D. C.

My dear Mr. Welch:

Our advertising agency has just sent you plates for an advertisement that will complete four years of advertising in the National Geographic Magazine, and we are preparing copy for the first in a series to be run in the fifth year.

In the insurance business we do not feel the effects of advertising in the same way in which the effects are felt in some lines of business. No one decides to try a policy of ours at breakfast as the result of an advertisement, nor do crowds storm agents' offices seeking protection in The Travelers, but we have felt the effects of our advertising in the Geographic sufficiently not only to encourage us to go on, but to make us enthusiastic about proceeding. Our representatives report regularly that they have found that Geographic advertising has prepared the way for them in important places.

Very truly yours

CWVB:BB

C. W. Van Bynum
Manager

Sell the First Million First

The NATIONAL GEOGRAPHIC MAGAZINE · WASHINGTON, D. C.

NET PAID CIRCULATION EXCEEDS 1,000,000



Pittsburgh has long been proud of its William Penn Hotel—but wait till you see what half-a-million dollars in remodeling and improvements have accomplished!

You'll find new guest rooms all refurnished and redecorated in the most attractive fashion. New restaurants, too. And the back-stage improvements you never see—but sense in the even swifter, smoother service—make it possible for the William Penn to give you more for your money than ever before.

**NOW AVAILABLE!
AIR-CONDITIONED
BEDROOMS**

More than 100 sleeping rooms supplied with scientifically cooled and conditioned air for summer comfort.

NO INCREASE IN RATES!

**HOTEL
WILLIAM PENN**

PITTSBURGH
GERALD P. O'NEILL
General Manager



New Appointments

FOR HIS MAJESTY THE AMERICAN TRAVELER

Alexander Smith Jars Loose a State of Mind in the Rug Industry

(Continued from page 24)

Ads invite readers to telephone the service to learn the names of local stores where kits may be obtained, and, naturally, the stores are Alexander Smith franchise dealers. A coupon is provided in the ad for readers who live in areas not serviced by telephone bureaus. This service, Alexander Smith reports, has definitely been responsible for increased store traffic and increased sales.

Other consumer advertising has run in *Better Homes and Gardens*, *American Home*, *Farmer's Wife*, *Woman's Home Companion*, *Country Gentleman*, and *True Story*. Also on the Alexander Smith schedule are *House and Garden*, *House Beautiful*, *Bride's Magazine*, *Fortune* and *Christian Science Monitor*, which are used to advertise broadloom carpets.

Trade paper ads run in *Rug Profits*, *Retailing*, *Carpet and Upholstery Trade Review*, *Creative Design*, *National Furniture Review*, *Decorator's Digest*, and *Merchant's Trade Journal*.

Plenty of Dealer Helps

Among the dealer helps furnished by the company are floor and counter cards using the right and wrong Floor-Plan insignia, flasher signs and lithographed pieces for displaying rug samples. Franchise dealers in telephone service cities are supplied with "de luxe" display units, produced by Stensgaard, and the color scheme kits for free distribution.

Although Alexander Smith got a jump on the trade with Floor-Plan rugs, the trade was quick to follow. "Floor-Plan" is Alexander Smith's trade-mark, but at present nearly every rug and carpet manufacturer has taken up the merchandising scheme and found that a rose by any other name smells just as sweet. Mohawk manufactures "Customade" rugs. Bigelow-Sanford and Hardwick & Magee both make correct size rugs under the trade name, "Tailor Made." Karagheusian offers "Room Fit" rugs; Chas. P. Cochran Co., "Room Size"; Hightstown Rug Co., "Rite Size"; and C. H. Masland & Sons, "Custom Loomed." M. J. Whittall Associates, Ltd., and Art Loom Corp. manufacture "Floor Size" rugs. There are "Room Rite" rugs, "Roommeasure Plan," "Correct Size," "Fit Rite," and "Planned Rugs" of

other manufacturers. They all mean the same thing—rugs scientifically measured to fit a room—and most rug manufacturers will agree that by whatever name you call the correct size plan, it's been the greatest merchandising development in the rug industry in the past decade. By making consumers conscious of the right and wrong rug size idea, Alexander Smith told SM, Floor-Plan rugs have provided its dealers, both large and small, with far greater units of sale than they ever had from machine-made rugs of the "old days."



Counter cards illustrate the difference between hit-or-miss floor coverings and almost individually measured rugs to "clothe" any room properly

What retail rug and carpet buyers think about the promotion possibilities of the correct size rug came to light in a survey made by *Rug Profits* in its June issue covering the Fall rug and carpet openings in New York and Chicago. Ninety per cent of the buyers questioned voted that the correct size rug will continue to grow in favor and that it will be a bigger item than ever in Fall promotion plans. Replies such as these struck the keynote of the almost general dealer enthusiasm:

"We have a definite feeling that the correct size rug promotions will be more favorably accepted by the consumer as time goes on." . . . "The correct size rug promotion will account for a large percentage of our Fall advertising program. Our reason for this is that we have used it to keep our floor covering sales up during the past year. Our customers are taking to it stronger than ever now, therefore it warrants a very large part of our advertising expenditure."

Five Years of Penner

Huskies, General Foods cereal, has signed comedian Joe Penner for a five-year contract of radio appearances. It starts on September 29 over some 70 stations of CBS. He will occupy a Thursday 7:30-8:00 p.m. spot. Benton & Bowles, N. Y., is the agency.

SALES MANAGEMENT

Ad Campaigns

(Continued from page 23)

youngsters, of all ages, were told that to attain the Diz's athletic prowess they must munch Wheaties, "the breakfast of champions."

Fickle Mr. Dean has again switched his morning menu. Newspaper ads quote an interview with him wherein he states, "I never eat a very heavy breakfast. It's usually orange or tomato juice . . . a couple of three-minute eggs, with a dash of Lea & Perrins Sauce in 'em."

Schwimmer & Scott, Chicago, agents for L & P, place the copy. They had better be careful. Any day Dizzy is likely to jump the track and announce, through the Maine Development Commission, that he always stokes up on six baked potatoes, a lobster, and a Down East oyster stew.

Log Cabin

Another facet of what to have for breakfast is presented by Log Cabin syrup, a General Foods product. Although Benton & Bowles agency men on Madison Avenue were sweating at every pore when they assembled the ad last week, *S. E. P.* readers were advised to "make plenty of pancakes. . . . Let the butter melt out toward the edges, pour on big helpings of Log Cabin and then, Big Boy, enjoy yourself!"

Feeling that pancakes, like thirst for Coca-Cola, knows no season, Log Cabin will continue the *Post* series of color pages through the Summer and into what some might regard as more appropriate pancake weather. They've done it before successfully. Evidently a lot of huskies relish pancakes even when they can cook them on the sidewalks.

Day and Night

Day and Night Water Heater Co., Los Angeles, is 25 years old. Between 1933 and 1937 it scored a sales increase of 385%. Thirty-one water heater firms do 95% of the nation's business. In this group, Day and Night sold 12.8% of all automatic storage heaters, and 17.7% of the combination heaters last Jan. and Feb.—though its territory is merely Cal., Ariz., Tex., Okla., La., parts of Mo.

"We decided to take short cuts to reach the actual consumer," says Robert M. Hixson, of Hixson & O'Donnell, L. A. agency in charge, explaining these remarkable results.

"For example, we were the first company to put water heaters on the air. We have a co-op radio deal with each jobber. Sometimes we even men-

tion their names on the air. This procedure was new to the water heater industry. Manufacturers had had the idea that a house owner will take whatever heater the builder or architect recommends; 'so, what's the use of going directly to the owner when he won't remember a heater name or insist on having it if he does?'

"A big item in our short cut procedure has been the constant, not occasional, use of spot radio over CBS and NBC."

The company's Fall line-up of stations is currently: KNX, Los Angeles; KSFO, San Francisco; KMJ, Fresno; KPRC, Houston; KRLD, Dallas; KOY, Phoenix; KTBS, Shreveport. Others will be added. A

"Housewives Protective League" program, over KNX, has also been resultful.

Broadsides to distributors who are mostly plumbers and some utility companies, call attention to the radio listeners. White-on-black insertions in *Sunset*, *Christian Science Monitor*, *California Arts & Architecture* back up radio too. Many of these ads compliment the architect, just as toothpaste copy praises dentists.

Coupons on the ads bring prospective heater buyers a white-on-black booklet called "The Jones Family in Hot Water." It is tied up with 20th Century-Fox films' "The Jones Family," and gives the illusion of a fast-paced movie.

TWO STRIKES BEFORE HE STARTS



Do many of your salesmen leave the office with two-thirds of their chances for sales gone because their appearance is not up to par? Good salesmanship demands neat attire. Good sales letters must be equally inviting to prospective customers.

Nelco Typed Letters start with a clean slate. They are tops in appearance—as personal as a dictated letter. And the cost per 1,000, with individual names and salutations, is only slightly above that of multigraphing.

Telephone Digby 4-9100 for Nelco
Typed specimens, or write . . .

NEW ERA LETTER CO., INC.

47 West Street



New York



of course—the largest area of modern hotel air conditioning is found in the world's largest hotel, where all the lobbies, dining rooms, meeting rooms, and a substantial number of guest rooms are air cooled—delightfully

**STEVENS
HOTEL
CHICAGO**

On Michigan Avenue
Overlooking Chicago's natural
air-conditioner—Lake Michigan

ADVERTISING AGENCIES

Adartists

Adartists, they might be called, the Todhunter father and son. They see pictures in terms of sales. Fellow artists describe Francis Todhunter, the father, as "the most sales-minded artist" they have ever met. In the days when artists were reluctantly painting peaches and bottles of beer for Big Business, bitterly calling themselves prostitutes and hiding the word "commercial" from their friends, "Tod" was ignoring the convention of keeping advertising matter as far as possible from the "picture" and tying the sales message right into his pictures. As a fellow artist puts it: "He'll put your caption into his picture and make it sing."

Art director for many years for McCann-Erickson, Inc., San Francisco, dating back to the time when it was still H. K. McCann Co.—Francis Todhunter is regarded as the daddy of Western Advertising Art. McCann-Erickson's West Coast office created food advertising as it is done now all over the country, and Todhunter is given the major credit for having developed the "western style" in food advertising art treatment—the free and realistic presentation of foods and their organization in groups. The only distinction Todhunter claims for himself in this respect is that of having "gotten more things into a single advertisement than any one else." But if you ask his friends, they'll say: "He has a genius for organization and lay-out." He is regarded as the fastest and most productive lay-out man in western America.

Advertising art, says Todhunter, is "the utilization of artistic principles to sell." This requires simplicity of ideas and simplicity of presentation. The latest Todhunter Lucky Lager advertisement featuring the Sphinx of Egypt with the caption tied right into the picture, "You Can Tell It's Aged," is an excellent illustration of the Todhunter method of artistry. The advertising artist, says Todhunter, must be able to see the problem of the fellow who is buying his art work. He must ask himself: What is going to sell this can of coffee or this bottle of beer?

Evidence of Todhunter's innate sales-mindedness crops out all through his career. He was born some 55 years ago in North Beach, San Francisco, of Scandinavian parents. Economically, he started from scratch and is now one of the most financially successful artists in the country. After attending the Mark Hopkins Art Institute in San Francisco, he began work as an illustrator in 1902 on the San Francisco *Chronicle*. Before long he was regarded as one of the most skilful pen-and-ink illustrators on the Pacific Coast. After the San Francisco earthquake and fire of 1906, he worked on the *Washington Times*. He spent two periods in New York, one working for the Frank A. Munsey magazines in the medium of black and

white; the other for Sackett & Wilhelms, New York lithographers, for whom he made posters and plates for the merchant tailoring trade. In 1909 he was doing a Sunday supplement page of the little figure, Billikin. Then came his first agency job, with the old Allen Agency.

They say San Franciscans always come home and, true to this tradition, Francis Todhunter came back in 1913, free lancing for the H. K. McCann Co. He soon became art director, the first and only art director west of the Mississippi. He continued with the agency through its pioneering stages in community advertising, originating this type of publicity for the San Diego California Club, and pioneering in a type of food advertising that later became familiar throughout the country. In the 1929 merger of McCann and Erickson, Todhunter continued his post as art director, working with such major Pacific Coast accounts as Standard Oil Company, of California, Del Monte Food Products, Diamond Walnuts, Lucky Lager, etc. In the intervening years he had developed and matured his sales-slanted picture technique that has become familiar as the western style in food advertising arts, featuring food in such a manner as to make mouths water, and leaving no doubt in the minds of the prospective buyers as to what they should do about it.



When Francis Todhunter works, he works hard, and when he plays he makes giant posters for the Bohemian Grove plays at Carmel-by-the-sea, Calif.

SALES MANAGEMENT

When young Norman Todhunter, after years of watching his father (and sometimes his mother) at work in their studio, announced at the age of 16 that he was going to be an artist—a commercial artist—the father did not object. But on the other hand, neither did he use high-pressure encouragement. "I don't believe in parents planning careers for their children," he says, "still less in using parental authority to urge careers on them."

Norman's mother wanted him to go to college, but the father said: "If you want to be an advertising artist, college won't contribute anything important to your career, but to spend the next four years drawing will. It's easy to teach a boy of sixteen to draw, not so easy when he's twenty." So Norman was sent to art school.

But before the boy started out the father, who has learned from experience to have a full appreciation of control of the fingers in drawing for advertising art, said: "When you sit down in their classes, the art teachers will give you a lump of charcoal and try to make you draw sweeping lines. They'll tell you to draw everything big. Pay no attention. Learn to use a sharp pencil and make small drawings. This is necessary in advertising art, where a head is often no bigger than a pencil top."

Norman listened to his father—and was in trouble with the teachers all through his art school days; "but now they're proud of him." Instead of going to college, he was apprenticed to Logan, Staniford and Cox, commercial artists. (Maurice Logan says he learned what he knows from Francis Todhunter when he was starting his own career.) Norman spent three years with "Maurie" Logan, beginning as "mat and flap boy," in Norman's own words, and gradually getting assignments of his own. Recently he reached the position of having been selected to prepare a number of covers for the Standard Oil Bulletin. Norman is following in his father's footsteps also to the extent that he is unusually skilled in pen-and-ink and wash drawings.

It remains to be seen whether he will also demonstrate the same facility that the elder Todhunter possesses, of picking up high-grass lots and creaking shanties and re-selling as improved property before the first tax period!

Account Changes

To: Charles Dallas Reach Co., Syracuse office, the accounts of Utica Brewing Co. (Fort Schuyler beer and ale) and the Frostilla Co. (hand lotion, brushless shaving cream and sun filter cream.) . . . Charles W. Hoyt Co., New York, the Snider Packing Corp. account. . . Briggs & Varley, the account of Mastin Products, Inc., to advertise a new cosmetic product, "Eye-Lifts."

To: Blackett-Sample-Hummert, Inc., Chicago, the Pullman Co. account. . . Bennett & Snow, Boston, the account of Pinfree Mfg. Co. (Pinfree baby diapers.) . . . Guenther-Bradford & Co., Chicago, the account of Thymo Borine, antiseptic. . . Badger & Browning, Inc., Boston, the G. H. Bass & Co. account, to advertise Sportocasin golf shoes and other outdoor footwear. . . John P. Kane Co., the account of Art Metal Works, Inc. (Ronson cigarette lighter). . . H. B. LeQuatte, Inc., New York, the W. G. Reardon Laboratories account to advertise Mouseseed, "a modern way to kill mice."

To: Hilman-Shane, Los Angeles, the account of Esquire, Inc., Southern California distributors of New Yorker brand of

ginger ale, root beer, sparkling water, etc. . . Philip Ritter Co., New York, the account of Societa Anonima Egidio Calbani, Italian makers of "Bel Paese" cheese. . . Charles J. Cutajar, New York, the Anderson Allen & Co. (investment management) account. . . Keelor & Stites Co., Cincinnati, the account of Beltzhoover Electric Co., contractors for electrical construction work and wholesale dealers in lighting fixtures and supplies. . . BBDO, the institutional advertising of E. R. Squibb & Sons, effective immediately.

People

Leicester H. Sherrill has rejoined BBDO as account executive in the New York office. A member of the agency staff for several years prior to 1928, Mr. Sherrill has since that time been associated with General Foods Corp. and Compton Advertising, N. Y. agency.

Fred Smith has resigned as director of publicity and public relations for J. Stirling Getchell to form, with John A. Clements, Manhattan newspaper man, the firm of Clements, Smith & Co., publicity and promotion counsellors.

Jack Loucks, former SM space salesman, editor of *Drapery Profits*, and space salesman for E. Katz agency, has been appointed chief space buyer for Blackett-Sample-Hummert, Chicago.

Robert C. Beggs, formerly advertising and sales promotion manager, Toncan Division, Republic Steel Corp., has joined Wm. B. Remington, Inc., Springfield, Mass., in the contact and new business department. . . Mrs. Elizabeth Dempster, recently with Saks-Fifth Avenue, has joined the copy staff of McCann-Erickson, New York.

Grace & Bement, Detroit agency, has elected Major Edmond C. Fleming as vice-president and a member of the firm. Major Fleming has had a long military career in the diplomatic service, and as a writer on political, economic and military subjects.

Kennedy Crumrine, formerly editor of William Edwin Rudge and Morrill Press, printing houses, has joined the New York office of Sherman K. Ellis. . . L. C. McElroy has replaced K. C. Watson, resigned, as manager of the Baltimore office of O'Dea, Sheldon & Canaday, Inc.

Paul Christian, who recently resigned as vice-president and general manager of the *Farm Journal*, is now a vice-president of Benjamin Eshelman Co., Philadelphia. . . W. J. deGrouchy, former associate editor of *Ladies Home Journal*, has joined Donovan-Armstrong, Philadelphia.

Schnozzle Shows How

Jimmy Durante played four weeks at Billy Rose's Casa Manana, and, conforming to theatrical custom, he inserted a card of thanks on the back cover of *Variety*. That's the way an actor notifies other managers what a wow he is, and keeps his name before the profession.

His ad might be an inspiration to other copywriters on how to compose a compelling introduction:

This is an advertisement
Am I paying for it
Yes
Am I going to knock myself on this page
No
Am I going to say nice things about myself
Yes
Why are you going to read nice things about me
Read top line

Then follows quotations from reviews of his act. Maybe the Townsends won't agree this is a cheerful opening.

PICTORIAL CHARTS

Make dry figures live and have meaning; tell the story through picture charts in one quarter the space and ten times the reader interest and understanding.

Use them for—

Sales Presentations
National Advertising
Stockholders' Reports
House Organs
Convention Exhibits
Sales Manuals.

If you like SM's Marketing Pictographs you will like our work, for we have designed those pages every month.

You will be under no obligation if you ask for suggestions and prices.

THE CHARTMAKERS

277 W. 12th Street
New York City

DO YOU WANT A LINE?

If you have a distributing organization—local, sectional or national—and you are seeking new or additional items to sell, SALES MANAGEMENT magazine invites you to file in their New York offices information about your company, and data on the type of product you are best equipped to distribute.

DO YOU WANT A SALES AGENT?

If you are seeking distributing organizations to take on your product, SALES MANAGEMENT invites you to file in their New York offices a statement of your needs with respect to the territory to be covered.

* * *

Through the SALES MANAGEMENT Readers' Service Bureau, this magazine will be glad to establish contacts between companies seeking distribution, and those having meritorious products which need distribution machinery, wherever we can do so.

SALES MANAGEMENT

420 LEXINGTON AVENUE
NEW YORK CITY



Twin City Promotion

We offer herewith the record of a good battle carried on by friendly enemies who stood shoulder to shoulder that justice and profits might prevail. It's a story of the Minnesota country. As the story goes, back in the early '30's when depression, drought and dust storms were raising merry havoc with the land, it became the habit of radical politicians to cry loudly to all the nations that Minnesota and the Dakotas were strictly in a heluva fix.

They raised such a to-do about it that metropolitan newspapers of distant states and various national magazines sent in scribes, (accompanied by supporting staff photographers) to do articles on the holocaust. The politicians had axes to grind. They wanted Federal money in large gobs. The landscape was painted evilly—far worse than it really was.

The politicians, of course, rounded up dough and delight was among them, for it helped them to retain power at home and in Washington where they were something of a balance of power. But national advertisers, reading and hearing, began to shun the field as barren and withdrew appropriations from the territory. Why advertise to a busted citizenry?

Cooperation Strengthened All Hands

No love has ever been lost between Minneapolis and St. Paul. They've always been deadly rivals. Newspapers and radio stations have likewise been more or less bitter rivals for business. Farm papers have had to buck them both to get their share. It's always been a good fight.

But with their backs against a common wall a group of Twin City advertising media back in 1934 decided to get together and toil to a common end that the truth might prevail. This defensive circle was comprised of the *Minneapolis Journal*, the *Minneapolis Star*, the *Minneapolis Tribune*, the *St. Paul Dispatch-Pioneer Press*, the *Farmer*—a rural publication printed on St. Paul—and radio stations KSTP, WCCO, WTCN and WDGY.

Jointly they issued under date of August 25, 1934, what they called the "New Minnesota Business Map." It was a stand-up defense of Minnesota as a whole. It was factual, based on figures and statistics. It revealed that only a small section of the state was seriously stricken and that things were nowhere as bad as painted.

One year later a second Minnesota Business Map, in folder form, was issued. This showed that business was good in 83 out of 87 counties and that it was fair in the other four. There wasn't a "poor" spot in the state. This, printed on August 28, was in measure a forecast of things to come based on crop conditions and prices.

Other annual bulletins followed, appearing each August, and then in March, 1937,

a Spring bulletin appeared. This showed that Minnesota ranked as follows:

First—In the production of barley, rye, flaxseed and manufactured creamery butter.

Second—In production of hay, sweet-corn for manufacture and number of dairy cows.

In the last four years this little map has become a symbol to an ever-growing list of the country's sales executives of a sound market soundly promoted—a market which adverse publicity had made them begin to neglect until its leading media got together to fight propaganda with facts

Third—In production of oats, green peas for manufacture, and number of horses and colts.

Fourth—In number of all calves.

Fifth—In total farm value of principal crops and corn.

Sixth—In number of hogs.

Fourteenth—In all wheat.

Total income in farm dollars, plus government payments, was shown to have made these yearly records:

Year	Grand total
1932	\$163,192,000
1933	185,246,000
1934	225,953,000
1935	277,627,000
1936	345,052,000

For the year 1937 it was predicted that Minnesota's farm income would be \$360,000,000. When the results were shown in the bulletin dated April 11, 1938, it was found that farm income actually was (by the authority of U. S. Government figures) \$358,907,000—which was hitting it almost on the head. In fact, we'd call it batting better than 996 in any man's league.

With everything going like this, a special bulletin was printed on June 20, 1938, titled "Minnesota Continues as the Business Bright Spot." That bulletin shows under authority of *Forbes* that Minnesota, with parts of North and South Dakota, parts of Iowa and Wisconsin, as of June 1, appeared as the Number 1 sales territory in the United States.

It quotes accepted authorities to prove that department store sales have climbed in 1938 over 1937 in Minnesota in face of a national decline; that Minnesota and North Dakota are two of the three states showing increased retail hardware sales for March over 1937; that Minnesota for the first quarter of 1938 ranked third in house-

hold refrigerator sales, fifth in automobile sales, seventh in truck sales and seventh in life insurance sales; that rainfall, the best insurance for crops, is above normal; that lumber sales are going up.

When these bulletins were first issued they were mailed to a selected list of 9,000. Since then many others have asked for them, until today they go to 16,000 manufacturers, wholesalers, distributors, associations of bankers and credit men and others. Their value is based on the ground that they have not been prepared on a "let's promote" basis but have had a stern factual background. No attempt was made to "paint the lily." In each bulletin care has been taken not to exaggerate. Source of data is shown. The facts are accepted as scientific and accurate. In that lies their strength.

Not long ago a large manufacturer cancelled a national campaign. A blanket



order cut off his appropriations everywhere. A large department store owner who had been sharing advertising on the product protested and held the bulletin under the manufacturer's nose as proof that here, in one spot at least, it would pay to carry on. He won and the advertising was reinstated in the Twin City area. Three other advertisers who had decided to cancel recently renewed campaigns in the *Farmer*.

The primary reasons for the publication of these reports are:

1. To supply sound, reliable information to business.
2. To standardize the statements of fact to a degree where they will be believable and will register.

Instead of a loosely knit group of advertising solicitors representing a number of rival publications and radio stations, each telling a sales story as each individual sees it, every man puts across practically the same story. The story is told to the men who make the appropriations.

In the bulletins there is no suggestion of this medium or that. That must wait until after the appropriation is made. Then and only then do the representatives of the various media make the fight for their share.

It is said to be the first time in the history of American advertising that a group of intense rivals have banded together to work to sell a territory in a scientific manner, putting selfish motives into the background for the good of all. It is certain that it is the first time radio stations and newspapers in a territory have so combined.

Expenses for the program are shared by all participants on a pro rata basis. The names of the backers are carried on each printed bulletin, but nothing more about any of them. A spokesman for one of the group recently remarked to SM:

"No member of the group would drop it for love or money."



A policeman looks at *Look* while a camera looks at the cop—and catches an abstract picture of his personality.

Look's New "Eye-Camera"

A new "eye-camera" which photographs the movements of readers' eyes as they look at features and advertisements is now being used by editors of *Look* in editing the publication.

Since October, 1937, when preliminary tests were begun, the experimenters have collected many data on readers' habits and layout technique by tracing eye movements on a printed page.

The device records exactly what the reader saw first in a given feature or advertisement, in what order parts of the page were seen and read, and the length of time spent on each part.

The group of pictures here, for instance, was shown, in different layouts, to a minister, doctor, housewife, and policeman, each of whom viewed the collection for 15 seconds. (No limit was declared before the experiment and each subject thought unlimited time would be allowed. Each reader, it was found, spent the greater portion of time on the picture which held the most vocational appeal, i.e., the doctor spent the most time on the picture "Knife in Brain"; the minister on "Christ Forgives Mary"; the policeman on "Gangster Guns," the housewife on "Giant Baby."

With the help of this new device, invented by Dr. Herman F. Brandt, professor of psychology at Drake University, *Look's* editors hope to take some of the "hunch" out of advertising and to step-up reader interest in the publication.

Hardware Age Whopper

Late in July *Hardware Age*, New York, published its 1938 annual "Merchandise Directory," with 4,600 listings of hardware, sporting goods, electrical appliances and every other kind of merchandise handled in hardware stores throughout the nation. There were 329 pages of advertising from 450 companies—the second largest directory in the magazine's history, exceeded only by last year's book with 380 pages.

News of The American Weekly

Effective with its issue of September 11 the Portland *Oregonian* will distribute *The American Weekly*. This follows the withdrawal of the *Wichita Beacon* from the group of non-Hearst Sunday newspapers that began distributing *The American*

Weekly last January. Although the *Oregonian's* circulation during the first quarter of this year was 145,130 compared with the *Beacon's* 105,146, there will be no change in *The American Weekly's* advertising rates. Changes in *The American Weekly's* sales staff are these: A. N. Steele, formerly general sales manager of Ditto, Inc., and previously advertising manager of Standard Oil of Indiana, joins the Detroit office. Paul R. Fish, St. Louis manager, moves to New York, R. L. Windmuller succeeds him, and Arthur Bagge goes from Chicago to St. Louis.

The I & I Group Plan

Daily newspapers in Iowa and Illinois have joined together in a cooperative plan to make newspaper advertising more attractive to national advertisers and their agencies and very wisely they decided that the

first step should be to simplify and standardize advertising practices among the 74 daily newspapers in the group.

Under the leadership of Clare Marshall, president of the Iowa Daily Press Assn., and John Potter, then president of the Daily Newspaper League of Illinois, they ordered a survey among agencies to find out what publishers could do to make their papers a more profitable buy for agencies and to get the opinions of space buyers on all phases of merchandising cooperation, consumer surveys, retail trade reports and frequency discounts.

A plan carrying out the suggestions and requests is now operating under the committee leadership of E. P. Adler, of the Lee Syndicate, John Potter, the Rock Island *Argus*, E. K. Todd, Rockford *Register-Republican* and Clare Marshall, of the Cedar Rapids *Gazette*.

BUSINESS MAGAZINES

1. Furniture Manufacturer
2. Furniture Record
3. Hotel Bulletin
4. Retail Ledger

MAT SERVICES

1. Beauty Shop Advertising Service
2. Casco Fashion Advertising
3. Century Department Store Mat Service
4. Century Furniture Mat
5. Dairy Advertising Mat
6. Drug Advertising Service
7. Economist Hardware
8. Editors and Advertisers Treasure Chest
9. Food Advertising Mat
10. Funeral Directors Advertising Service
11. Gas Advertising and Merchandising Art and Copy
12. Jewelry Advertising Mat
13. Laundry and Cleaners Mat
14. Men's Advertising Mat
15. Merchants' Advertising
16. Newspaper Advertising
17. Personalized Bank Advertising Service
18. Public Utility Advertising Service
19. Sterling Shoe Mat
20. Vincent Edwards Furniture Mat Service

IDEA SERVICES

1. Appliance Ad-Ideas
2. Bank Ad-Views
3. Food Ad-Views
4. Furniture Ad-Ideas
5. Modern Display
6. National Ad-Views
7. Public Utility Ad-Views
8. Radio Review
9. Retail Ad-News
10. Retail Review
11. Successful Store Promotion Service, including Retail News Analysis and Employee Training
12. Vincent Edwards Idea Clipping Service—a clipping service covering every line of business that advertises in newspapers

MAIL ORDER SPECIALTIES

1. Advertising Layout Sheets
2. Correspondence Course in Advertising
3. Innes Alphabets
4. Type Tailor

Vincent Edwards & Co.

have opened a large

Chicago Office

at 520 North Michigan Avenue
Superior 4354

where complete facilities for rendering prompt service to the Mid-Western area are available

We invite clients of our trade magazines and syndicated services to make use of the facilities that this new Chicago office makes available, and assure you of our best co-operation at all times.

VINCENT EDWARDS & Co.

342 Madison Avenue, New York City

OFFICES ALSO IN BOSTON AND GRAND RAPIDS



Watch

YOUR SALES CLIMB

HELPFUL TO SALES CURVES
Brown & Bigelow promotion plans built around Redipoints consistently produce measurable results.

• Ask us to outline a plan suitable for your business.

Redipoint.
BROWN & BIGELOW
Remembrance Advertising
SAINT PAUL • MINNESOTA



● Under the same roof with you are the five fine buildings of the Terminal development, and the Union Terminal itself.

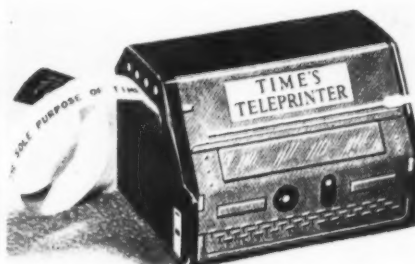
● Rooms are comfortable, the meals are famous. And everyone tries to prove we're glad to have you with us.

Air-conditioned
restaurants—dancing—
Men's Cafe.

HOTEL CLEVELAND

Time's Teleprinter

To advertisers and advertising agencies last month *Time* sent the cardboard teleprinter shown below. Out of it comes ticker tape carrying *Time's* promotion message: "... Its sole purpose is to get important news off its pages into the heads of intelligent people and make it stick there. ... The 700,000 families who pay \$3,500,000 a year just to read *Time* care so intensely about news, they read each issue cover to cover. Thus your ad is seen on the highest intensity level there is. ..."



The tape promoted an intelligent readership

New Hearst Newspaper Head

Joseph V. Connolly, president of King Features Syndicate, has been appointed general manager of Hearst newspapers, according to T. J. White, chairman of the board of American Newspapers, Inc. Mr. Connolly will take charge of an expansion drive to be undertaken immediately, besides continuing as head of International News Service, King Features Syndicate, Central Press Association, and International News Photos.



Busy Mr. Connolly adds still another—and big—job to the many he carries on for Hearst

Mr. Connolly replaces H. M. Bitner, who will assume regional directorship of the Midwest, with headquarters in Detroit, and will continue as a director of American Newspapers, Inc., and as a member of its executive committee. He also continues as a director and vice-president of Hearst Consolidated Publications, Inc.

Forty-three years old, Mr. Connolly has been with the Hearst organization for 20 years.

Gravure Service Unit

Beginning with the Sunday, September 18, issue, five of the leading independent Sunday newspapers on the Pacific Coast will be available to advertisers in one compact unit, for either color comic or magazine section advertising, according to a recent announcement of the Gravure Service Corp., New York. The five newspapers are: Los Angeles *Times*, Oakland *Tribune*, Portland *Journal*, San Francisco *Chronicle*, and Seattle *Times*, with a total circulation of 867,115.

In the comic sections, four-color advertising in page, half-page and quarter-page units and single color strips will be avail-

able. In the magazine sections four-color advertising will also be available in page- and half-page units, as well as black and white.

Media Notes

Association of National Advertisers, New York, has issued its fourth revised edition of "A Rate and Circulation Study of 358 Class, Trade and Technical Publications." ... Associated Business Papers, Inc., New York, will start soon to issue a series of monthly bulletins listing new and renewed advertising accounts in its member papers.

True Story is making plans to change the cover of the publication to reproduce, instead of photographs of stage and screen beauties, full-color photographs of typical readers. Other physical aspects of the magazine will be changed also to up the reader interest. ... *Esquire* magazine, September 21, will hold its second Fashion Forum and Retail Seminar in the Grand Ballroom of the Waldorf-Astoria Hotel, New York. Living models will show Spring fashions for both town and country. Spring and Summer formal evening wear, and resort, cruise and ski wearing apparel.

Media Men

Charles Emde, advertising director of the American Press Association, representatives of country and suburban newspapers, has been appointed vice-president in charge of advertising and sales of that organization. Prior to his connection with APA Mr. Emde was in the national advertising department of the New York *Times* for ten years. William K. Dorman has been named the company's treasurer and business manager, and will continue as manager of John H. Perry Associates.

William J. Duchaine, promotion manager, the *Escanaba Daily Press*, is the latest addition to the membership of the National Newspaper Promotion Association. ... Harold A. Stretch has been named advertising director of the Philadelphia *Inquirer*, succeeding George G. Steele, resigned. Mr. Stretch formerly represented the New York *Sun* in that territory, and more recently has been with the Hearst newspapers. ... At a meeting of the board of directors of the Indianapolis News Publishing Co., on July 30, Frederick C. Fairbanks was elected president, and Richard Fairbanks chairman of the board. No other changes were made.

M. W. Flynn, formerly editor of the Washington *Times*, has been appointed managing editor of that publication.

Horace G. Wilds, formerly in the Philadelphia office of General Electric Co., has been appointed advertising representative for the Middle Atlantic territory of *Power Plant Engineering*, a Technical Publishing Co., Chicago, publication. ... A. B. Elworthy, formerly vice-president of *Forbes* magazine, has been made manager of *Look's* Chicago advertising office. ... Bruce Knapp, for nine years with *Christian Science Monitor*, has been named eastern advertising manager of *The American Hairdresser*, New York.

Norman D. Craighead, of Jam Handy Theatre Service, Inc., has been appointed to the creative contact staff of Jam Handy Picture Service, Inc., and George Wilcock, formerly with Frigidaire Division of General Motors Corp. and Nash-Kelvinator, Inc., has been added to the editorial staff of the Jam Handy organization.

Columbia Broadcasting System has announced the appointment of Dudley H. Fay, formerly of Time, Inc., to its sales staff. He will handle special sales assignments in the New York office.

SALES MANAGEMENT

Big Shots Pound Pavements to Humanize Relations with Dealers

R. Cooper, Inc., Chicago GE distributor, sends its executives out cold turkey canvassing every month. They take no credit for sales, which pleases customer-dealers who handle competitive lines too.

DECENTRALIZED selling is making swift gains—especially in our larger cities. It is a national trend, and the bulk of the business is going more and more to the so-called "spot dealer."

Recognizing this drift R. Cooper, Jr., Inc., of Chicago, has recently revised its sales methods. The Cooper organization has been the distributor for the General Electric line in Chicago, and nearby rural and suburban territory for the last 12 years. It has been the biggest outlet for specialty appliances in the United States for most of these years, even topping New York.

Up to recent months the Cooper organization maintained seven Chicago outlets, well-equipped stores, selling directly to the public. It also franchised a few local dealers. Today all of its stores are closed. Instead it wholesales strictly to some 135 local Chicago outlets with about 250 dealers handling the GE line in the down-state territory.

Swivel Chair Stuff Is Out

In almost every instance these dealers handle competitive lines, and so its sales picture is entirely changed. As a result of this situation, the Cooper organization has put into effect an innovation which, probably, is unique. Once each month it sends 50 or more of its executives and department heads out on the firing line to work one full day with its dealers.

Mr. Cooper himself goes out and becomes a doorbell puncher for the day. So does S. B. Maher, vice-president in charge of apartment house sales; C. L. Hobbs, manager of the city sales department; R. T. Cragg, advertising and sales promotion manager; the credit manager, the chief of delivery service, and other headquarters salaried workers. They call on prospects, make cold turkey calls, and sign up business that is turned over to the local houses which get full commissions.

Mr. Maher was asked by SM to tell about the plan and to explain the motives behind it.

"For years we maintained what we are pleased to think was an exception-

ally well-trained retail department. We had seven retail stores spotted in carefully selected neighborhoods throughout the city. We had a selling group of about 250 hand-picked salesmen who were trained, educated and wet-nursed by us. We operated consistently in this manner from 1927 to 1937 and in this time built up the greatest volume of specialty sales in the United States.

"We employed general managers, district managers and salesmen, and each salesman operated in a restricted territory. Every time a unit was sold in his territory he got his commission whether he had a hand in the sale or not. These were solid, substantial business men, usually home owners and taxpayers.

Shift Men Sensibly

"With the change in buying methods which we recognized as a permanent trend, and our desire to shift over to the local dealer plan, we gradually managed to move these men to the dealer staffs. Some we placed in executive positions in our general offices. Four district store managers took over stores, went into business for themselves, and have become leaders in volume of sales.

"In that way the best of the men were cared for and not turned loose to shift for themselves. But with the new order we felt that we had to do something extra to push our business. In my department, reaching as we had the buyers for large office buildings, apartment houses and managers of large groups of properties—some of whom bought from us almost daily—we realized the advantage of close human contacts.

"We believed that it would pay the company to develop closer contacts with our dealers and humanize these contacts more than we had ever done before. The suggestion was placed before our department heads and was quickly accepted.

"The plan is a very simple one. One day each month for six months one of our executives or department heads goes out and spends the full day with a dealer. Each man works his day with the same dealer for this



COOL
Silently

AIR CONDITIONED BEDROOMS AT WASHINGTON'S MODERN HOTEL

Assure Healthful Sleep and
Escape From All Outside Noises

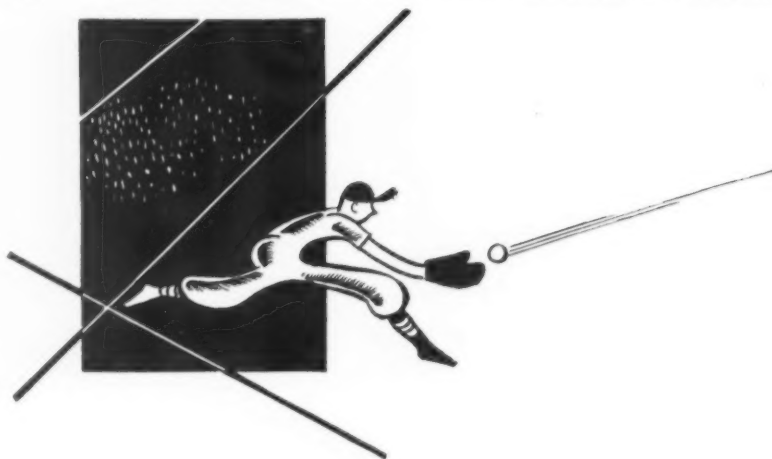
✱ Restaurants ✱ Lobbies ✱
✱ Public Assembly Rooms ✱
Also Made Delightfully Comfortable By The Quiet Flow Of
Fresh, Washed Air

Naturally Ventilated Bedrooms
and Suites On Every Floor, If
Preferred

Single Rooms from \$4
Double Rooms from \$6
All with bath, of course

**The Air Conditioned
MAYFLOWER**
WASHINGTON, D. C.
R. L. POLLIO, Manager
NEW YORK OFFICE:
621 Fifth Avenue Murray Hill 0-2388

● JACKSON CITIZEN PATRIOT . . . MUSKEGON CHRONICLE



DON'T FORGET TO COVER MICHIGAN

Whether it's baseball or newspaper list making, it's good business to cover those spots where things are happening. If history means anything, Michigan recovery will again outrun the national average by 50%. Lead off your new sales drive with adequate schedules in Booth Michigan Newspapers. Ask I. A. Klein, 50 East 42nd Street, New York; or John E. Lutz, 435 N. Michigan Avenue, Chicago.

BOOTH *Michigan* **NEWSPAPERS**

KALAMAZOO GAZETTE . . . ANN ARBOR NEWS ●

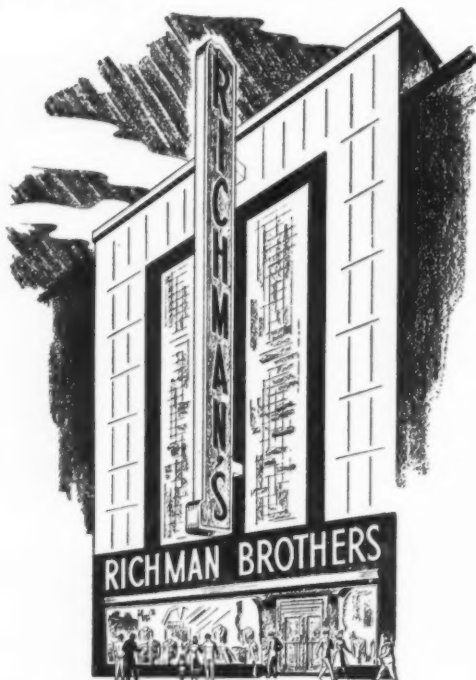
DEMONSTRATING A GREAT CLOTHES MAKER'S FAITH in AKRON . . .

One of Ohio's most modern clothing stores and one of the finest in their entire chain was opened by Richman Brothers on July 29 at Akron, Ohio.

The new four-story structure is hailed as a demonstration of this great clothes maker's faith in Akron's future.

Our congratulations to Richman Brothers, to Mr. W. P. Junglas, company vice-president, who personally planned the construction work and to Mr. Jack Baer, local manager, who opened Richman Brothers first store in Akron, 26 years ago.

For complete, economical coverage of the alert, free-spending Akron Market concentrate your advertising in the . . .



AKRON BEACON JOURNAL

Represented by: STORY, BROOKS & FINLEY

period. He counsels with the dealer. He asks the dealer:

"Is our service department functioning 100%?"

"What can we do to improve deliveries?"

"Is there anything we can do to improve our relationship?"

"What can we do to help you?"

"Before long our men and the dealers are calling each other Joe and Bill. They get friendly. Our men know the dealer's petty problems. They get acquainted with his wife and kids. They know his salesmen. The dealer feels that here is someone who has a personal interest in him.

"We instill in his mind that we have men on the job who are trying to help him make more money. We make him feel that we are keenly interested in helping him move his merchandise. We let him know that our 12 years of selling experience in one specialty line is his for the asking. We build up good will. It's a plus service that costs him not one penny.

The Help Pays Preferred Dividends

"In the smaller towns we can throw in a squad of fifteen or 20 men to push doorbells and scour the territory for him. When we do that we hand him the business and he gets the profits. I think there's no other specialty house in the country that is doing this kind of job.

"We carry 15 items in our line and among them are air conditioners, stokers, oil burners, furnaces, refrigerators, washing machines and ranges. After we've won a dealer's cooperation and friendship we feel that when opportunity arises we get the breaks."

With the closing of its retail outlets the Cooper company retains its largest store at Wacker Drive and La Salle Street, in the edge of the Loop, as a show room. Here every kind of appliance offered by the organization is carried. Dealers who do not stock full lines may bring their customers downtown to make their showings.

This enables them to function fully without carrying stocks beyond their financial abilities. The Cooper organization operates on the plan that consumer sales come first, and that unnecessary dealer stocks are not desirable.

Said R. Cooper, Jr., president, "The local dealer assuredly is in a much stronger position in the specialty appliance field than he was a few years ago. We plan to help him to get even stronger in our territory. The trend is certain and we believe in moving with it."

SALES MANAGEMENT

Peak Cities of the Month: November

(Continued from page 40)

[EDITOR'S NOTE: The other factors mentioned by Mr. Brewer are indeed important, but they are not available monthly for individual cities.]

Eugene Katz of the Katz Agency, Inc., is enthusiastic: "'Peak Cities of the Month' is a very interesting comparison and should be a useful tool to national advertisers in determining what cities to stress each month of the year. It should also serve to correct a very general practice among national advertisers to treat the whole country as though it were one identical city. This series is very much in line with SALES MANAGEMENT's policy of presenting interesting statistical approaches to the business of marketing."

G. E. Lees, account executive, The McCarty Co., writes: "'Peak Cities of the Month' is, in my opinion, a very excellent and basic idea. I think you have discovered a real fundamental that has previously been overlooked."

"Smoke" Ballew, well-known s.m. of the Dr. Pepper Company, is keen about the new feature and says that it will be a distinct sales and advertising aid for his company. He adds, "As a matter of fact, SALES MANAGEMENT is becoming more interesting and worth while to me each edition, and if all sales executives in America knew how rich each issue was in worth while, workable information, you'd have a lot more subscribers than you have today." (Editor's memo to the circulation department: Please do something about that.)

Robert S. Simpers, president, the Simpers Co., says: "It seems to me that your new editorial feature, 'Peak Cities,' will be a distinct contribution. It is our opinion that bank debits are one good guide to business activity in a community."

Some States Vary Little

In the columns accompanying the list of cities the ratio column might be termed a quality index for the particular month and the specific city. The fact that Pueblo is 152.82 and Harrisburg is 94.50 in November does not indicate anything about the relative importance of the two cities, but the ratio figures do mean that purchasing power and general business in Pueblo are far above the Pueblo yearly average, while Harrisburg business in November is slightly below its yearly average.

But the second column does give vital information about the relative importance of the various markets, for it shows the national buying power percentage of the trading area of each city. This figure is compiled from SALES MANAGEMENT's April 10 Survey of Buying Power, where every county is given a buying power percentage (a weighted composite figure constructed from effective buying income, new car sales and retail sales) and counties are assigned to trading areas according to

the plan devised by Batten, Barton, Durstine & Osborn.

Certain states and cities are relatively steady, with a small range between their low months and their high months; others show wide variations.

The following tables show for all states the "steadiest" and the "most variable." The range represents the difference between the lowest and highest monthly ratio; computed by SALES MANAGEMENT from bank debits 1934 to 1936, inclusive.

Ten "Steadiest" States

	Range
1. New York (excluding New York City)	17.60
2. Alabama	24.87
3. Nebraska	27.18
4. Wisconsin	27.70
5. South Carolina	30.15
6. Oregon	30.82
7. Texas	31.08
8. Missouri	31.12
9. California	31.25
10. Oklahoma	31.52

Ten "Most Variable" States

1. Delaware	72.19
2. Mississippi	65.85
3. New Hampshire	56.12
4. North Dakota	53.14
5. Nevada	50.22
6. Tennessee	49.60
7. Utah	49.15
8. Montana	48.05
9. Arkansas	47.23
10. Florida	44.87

A complete description of the Peak Cities feature appeared in the July 15

issue. Subscribers who happened to miss this may secure a reprint without charge from the editors.

These peaks and valleys of business in major cities will be presented monthly during the coming year for the 151 cities of 50,000 population and over, for which bank debit figures are available.

SM has similar month-to-month data on 123 other cities ranging in size from 10,000 to 49,999. If subscribers care to submit lists of other cities in which they are interested the editorial department will supply ratio figures if available.

Subscribers are invited to write for the year's compilation of monthly business activity for all 48 states.

Journal-American Scoop

The New York *Journal-American* published what is known as a minor scoop in newspaper parlance in its Sunday, August 7, issue—a page of fashion photos radioed here direct from the Paris Openings by *Harper's Bazaar's* editor-in-chief, Carmel Snow. The *J-A* reports that these fashion photos were the first such ever radioed across seas for a newspaper.

You ARE a good salesman—
if you belong to

BEATA QUOTA
FRATERNITY, INC.
SPRINGFIELD, ILLINOIS





BIG BUYER PROFITS FROM AIR EXPRESS SPEED...

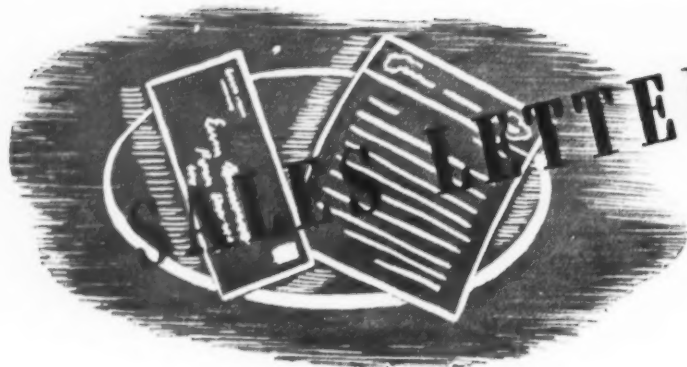
Southern buyer on New York trips AIR EXPRESSES her style selections to home office overnight. Receives final OK early next day and rushes stock deliveries by same route. Saves delay. Speeds sales. That's smart merchandising at low cost! Keep your stocks fresh and turnover spinning with AIR EXPRESS deliveries—up to 2500 miles overnight. Nation-wide service; also to Canada, Latin America, Honolulu, and Far East. Phone RAILWAY EXPRESS —and say "AIR EXPRESS Division!"



TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER



LETTER ROUND TABLE

[Are Your Salesmen Surface-Skimmers Only?—A Punchful Epistle on Punch—When You Need Information Ask for it]

This Vexation Afflicts Every Sales Manager at Some Time

Here's an unusual letter to salesmen which deals with a problem common to almost all companies who sell through dealers: That of building the men up to be more than order-takers. By C. A. Mooney, eastern states sales manager, E. R. Squibb & Sons.

"Stripping is a term used by dairymen long before Gypsy Rose Lee started teasing tired business men.

"It refers to a very important part of milking cows. Any greenhorn can 'juice a Jersey' and get the bulk of the cow's milk. It's those last few ounces that are hard to get. If the animal is not properly 'stripped,' it will gradually go 'dry.' Therefore, dairymen pay particular attention to stripping. Even in this day of modern milking machinery, stripping is done by hand and by experts.

"Those of us who do dealer selling can learn a valuable lesson from these dairymen. It does not require much of a salesman to call on a dealer with a 'Hi'ya Bill, what's on the want book today?' . . . But what would become of our business in a short while if that were all we did? The stripping in this instance consists of getting new items stocked, selling deals, building displays, getting clerks pepped up, etc. Hard work. . . . Yes! But just watch your dealers 'dry up' if you neglect it. That extra few dollars of business you get is infinitely more important than the voluntary business.

"Furthermore, a good dairyman will watch his herd so as to have cows 'freshen' at proper intervals. In this way they keep production up to normal levels.

"Squibb salesmen *too* must keep their eyes open for fresh accounts and start to work on them well in advance of the actual need. You can't expect them to pop into 'production' over night—they require cultivation—or maybe some of those old accounts that are going 'dry' in spite of H— and high water can be freshened by a bit of well-planned sales strategy . . . a new merchandising idea . . . or an awakening to the possibilities of physician cultivation.

"Be an expert—know the technique—supply the energy—and your accounts will not 'dry up.'"

One Paragraph Hooks on to Another Right to a Finale

Sponsored by Scott Paper Co., this letter to jobbers gets off to a most interesting start, follows through to a request for an order:

"Dear Customer:

"Just before the beginning of the year,

a well known statistician sat in his office studying charts and graphs. After a while he rubbed his chin and announced, 'It's gonna be a tough year—you'd better lay in a supply of red ink. You'll need it for your books.'

"But we don't care about red ink! We're using ours up writing letters—have to get rid of it somehow.

"ScotTissue distributors are making our mill run 24 hours a day, keeping up with their demands. Distributors of Waldorf, ScotTissue and ScotTowels have increased their purchases of these well-known brands 20% over the corresponding period of last year.

"Scott Paper Co. is out to help you increase your sales even more during June, July and August. Millions of messages, in the form of magazines, newspapers, Sunday supplements and radio, will tell your customers about the comfort and health qualities of these well-known brands.

"Anticipate an increased demand from your customers and forward us your specifications on the enclosed handy order form for the Texas pool car scheduled to leave our mill on June 25. The usual self-addressed return envelope is enclosed for your convenience."

Many Points Compressed in 1 Min. 12 Secs. Reading Time

A fast moving letter that puts over many sales points is this specimen from Lotus Manufacturing Co., San Antonio, Tex.:

"To a (Reading time:)
Camp Commander (1 min. 12 secs.)
Who Is

OUT FOR FACTS

"Dear Sir:

"If you like your stories on the fly—then fly through this one—

"Winter Garden punches are—

"**DELICIOUS**—because every ingredient is of the highest quality—carefully and skillfully blended to bring out *all the flavor*.

"**HEALTHFUL**—because they are prepared from high grade natural ingredients, in a modern, sanitary plant complying with U. S. Government regulations, and *inspected twice monthly by U. S. Army medical officers*.

"**ECONOMICAL**—because *one quart makes from thirty to forty gallons of rich, full-flavored punch. No mess—no waste—no uncertainty!* Price is only \$3.50 per quart, packed 12 quarts to the case.

"**EASY TO USE**—because they are highly concentrated, of *uniform strength and quality, with simple directions which are easy to follow. Anybody can make up forty gallons in seven minutes flat!*

"**EASY TO GET**—because you can check and mail the enclosed Air Mail postage

paid order blank, write, wire, or come in person—and your order will be rushed out by prepaid express the *same day we receive it!*"

Why Beat Around the Bush? Frankness Gets an Answer

"It's surprising what you can get if you ask for it!" Witness this straightforward request for information directed, by Wooster Products, Inc., Wooster, Ohio, to general contractors of new building projects. One of a series of three, it pulls an average return of 31.2%.

"Gentlemen:

"Re: High School Building, Anderson, Ind.

"Can you spare 15 seconds to do us a favor—

"— to tell us who will buy the safety treads, thresholds, or floor plates for this building?

"— whether yourself, or a sub-contractor?

"Just jot down the information on the convenient form at the bottom of this letter and return to us in the reply envelope enclosed—it requires no postage. And, please accept our thanks for the courtesy.

"If you do not already have a copy of the Wooster Tread Portfolio, you will find it to be handy information to have around when considering metal safety treads. Made to fit your files—and quick, easy reference. Contains a lot of drawings and data you will want to have around your office. Glad to send it if you want it. Just check the space below.

"Yours very truly,

"We will want quotations on Safety Treads about

"The sub-contractor who will buy them is

. Send us the Wooster Tread Portfolio."

Round Table Winners for July

RENE PEPIN
Promotion Manager
Household Magazine
New York

V. J. POWERS
Sales Promotion Manager
Ex-Cell-O Corp.
Detroit

C. A. MOONEY
Eastern States Sales Manager
E. R. Squibb & Sons
New York

REMARKABLE ACCOMPLISHMENT

GLASS CONTAINER ASSOCIATION OF AMERICA

19 WEST 44TH STREET
NEW YORK

(See what you Buy Buy in Glass)

July 28
19 38

Mr. B. E. Donaghy
Ross Federal Research Corp.
6 East 45th Street
New York, New York

Dear Mr. Donaghy:-

The national survey of brewers which you recently conducted for us was done with such thoroughness and speed that we wish to compliment you on the work done.

We knew from experience that this survey would be a difficult one not only because of the natural reticence of business men to reveal sales information but also because of the short length of time we were able to give you to complete the job.

The fact that you were able to get authentic information from over 88% of the brewers in the country was really a remarkable accomplishment and with your well known name as an authority we were able to settle a very controversial question to the satisfaction of every one concerned.

Sincerely yours,

GLASS CONTAINER ASSOCIATION

J. D. Carson
J. D. Carson
Advertising Manager

FDC:s

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 6 EAST 45TH STREET, NEW YORK, N. Y.

AUGUST 15, 1938

[63]

ly the fact of population ranking, but how that population makes and spends its wealth. Buying power, as related to manufacturing, agricultural, and commercial activities, is here offered the sales executive in search of better-than-average markets.

To nail down the facts of buying power, the survey includes two triangle breakdowns of (1) families by income groups (below \$1,000; \$1,000 to \$2,000; \$2,000 to \$3,000; \$3,000 to \$20,000; over \$20,000); and (2) purchasing power of these same income groups, with one-third of the families accounting for two-thirds of the retail sales.

Concluding sections of the book show circulation coverage (with emphasis on character and buying power of circulation), editorial content and features and comparative advertising lineage by classifications. Copies of the study are available on request to R. E. Baxter, Los Angeles Times, Los Angeles, Cal.

Consumer Survey Reveals Madison Brand Preferences

A detailed analysis of consumer purchasing habits in Madison, Wis., has recently been completed and released in booklet form, entitled "Madison, Wisconsin, 1938 I Buy Quiz." The first in what is planned to be an annual series of consumer studies, this survey is notable in its thoroughness, as it is based on a 10% cross-sectional return from each of Madison's 20 wards, and a 14.6% return from all families in the city. A total of 3,840 questionnaires were distributed to housewives, and 2,336 were returned, containing more than 100,000 brand mentions. This first Madison study contains brand preferences in 36 classifications of food and drug products, and the amount of each product used monthly by the reporting families is summarized as a guide to volume sales in the market.

For approximately half the products itemized, bar and pie charts are used to show (1) users and non-users, and (2) per cent indicating a brand preference as contrasted with those not indicating a brand preference.

Copies will be sent on request to Al Nequette, The Madison Newspapers, Madison, Wis.

Mike Sells a Bill of Goods

For followers of the *Grit* parade, there's a new booklet in the pocket series—"Mike Sells a Bill of Goods." Mike's sale is a schedule in *Grit*, designed to reach small town families where they live and make their household purchases. To prove a point, one of SM's recent charts on the "Failure to Trace Wholesale Trade" comes in handy, showing factory shipments of only 4% to towns under 10,000, but consumer sales of 32% in these same towns.

"It's the old story of the need for selective marketing by a manufacturer whose products are used and sold in these small towns as well as in metropolitan centers. The brief story concludes with a paragraph which will mean considerable to those who have seen previous surveys:

"Twenty-two thousand two hundred and thirty-seven replies were received to the

1938 *Grit* Reader Survey and tabulation has now been completed. Brand preferences or other data will be presented on request to any interested advertiser or agency." For the booklet, or the brand survey, requests to Charles D. Lamade, *Grit*, Williamsport, Pa.

Auto Statistics Published

"Automobile Facts and Figures," 1938 edition, is a volume of assorted and official statistics which may be of service to many sales and advertising executives not directly concerned in the automobile industry. Published for twenty years by the Automobile Manufacturers Association, this 1938 edition is a 96-page, paper-bound booklet, continuing many of the important statistical series which trace the various angles of this industry back to its earliest years—and introducing new features, among them a tabulation showing that 85% of farm families own automobiles. Registration, sales, tax and highway statistics are published to show every possible angle of the growth of the industry. State and

city registrations permit comparisons, as do registration figures for all countries of the world.

Requests to Alfred Reeves, Automobile Manufacturers Association, Inc., 366 Madison Ave., New York, N. Y.

St. Louis Retail Drug Market

Drug and other manufacturers distributing through drug stores, should be interested in a brief study of the St. Louis retail drug store market, recently published by the *Star-Times*. With a total of 871 retail stores, 843 of which are in the metropolitan area, retail sales as last measured by the 1935 Census of Business amounted to \$18,467,000.

The study lists chain organizations, shows volume and percent of sales done by chains and independents. Wholesale outlets are likewise listed, and names of officers given. It concludes with an analysis of drug advertising in the St. Louis newspapers. For copies of "St. Louis \$18,000,000 Retail Drug Store Market," write F. J. Prendergast, *Star-Times*, St. Louis, Mo.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement, identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

HELP WANTED

BUILDING SPECIALTIES SALESMEN. LEADING manufacturer technical products for concrete and masonry seeks full time salesmen, age 25-35, experienced with Architects and Building Industry. Openings in Metropolitan New York, Michigan, Illinois, Wisconsin territories. Write fully stating experience in detail giving age and salary requirements. Box 600, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

OPPORTUNITY WANTED

POSITION NOT WANTED BUT RATHER the opportunity to work hard in the endeavor to be of genuine and appreciated service to a reliable company—want the chance to come along under the guidance of a capable executive. Dartmouth College graduate, presently employed. Please write to Box 601, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

PHOTO AD-CARDS

GET BUSINESS AT LOWEST COST. WE will gladly send you samples of our new PHOTO AD-CARDS. They get results. Adapted to any business or profession. Write GRAPHIC ARTS PHOTO SERVICE, Third and Market Streets, Hamilton, Ohio.

POSITIONS WANTED

SALES MANAGER THOROUGHLY EXPERIENCED in national distribution of washers, ironers, home appliances. Good personal producer. Experienced in sales training, supervision and market research. Wide experience selling retailers, department stores, utilities, wholesalers. Box 599, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

MARKETING ASSISTANT. FIVE YEARS developing new products and marketing household electrical merchandise through regular consumer channels—for two nationally known manufacturers. Also, successful background in advertising and as merchandise executive with large Chicago mail order retail chain. Box 602, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION MAN; EMPLOYED; experienced advertising manager and field sales representative; capable speaker and writer; seeks connection offering proper scope. U. S. A. or England. Address "Hartford," Box 593, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

A GOOD MAN WANTS TO BE BETTER— Sales, sales promotion and advertising. Especially good on sales training programs. Fine technical writer. Write and handle anything pertaining to slide and motion pictures. 16 years with manufacturers. Now employed. Age 42, good health, character and a good man for you. \$5000. Prefer medium size city but will go anywhere. Box 597, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

MERCHANDISING EXECUTIVE. THOROUGHLY experienced in both foreign and domestic sales. Successful record in foods, flour, machinery, and radio. Can train salesmen to produce profitable results. Personal sales record excellent. Age 37. Employed at present. Free to locate anywhere. Box 596, SALES MANAGEMENT, 420 Lexington Avenue, New York.

SALES MERCHANDISING EXECUTIVE — Twenty years successfully marketing consumer goods for three nationally known organizations. Responsible sales exceeding eight million annually. Duties embraced national advertising, personal contacts with chain-jobbing trade, sales instruction, store displays, catalogue compilation and development new products. Available shortly. Box 598, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES PROMOTION

WANT MORE BUSINESS? PROMOTE SALES. get new customers with monthly house organ. Full front page for your ad. Free cut service. 500 copies, \$10.00; 1,000, \$15.00, 2 colors. Get sample. Crier (10) 1840 East 87th Street, Cleveland, Ohio.

SALES CONTESTS

Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbot Realty Bldg., Dayton, Ohio

COMMENT

BY RAY BILL



HOW IS YOUR BUSINESS? J. E. Ingram, general paint manager, Pittsburgh Plate Glass Co., recently studied the matter of the psychological effects resulting from the attitude of salesmen out on the firing-line. He commented on what he observed:

How is your business? This question is perhaps asked many million times every day by people who are contacting various classes of trade. A good many salesmen ask the question of men they come in to sell. I frequently have salesmen call on me and almost invariably they ask "How is your business? Before I have time to answer them, they tell me how rotten it is with them. A fine start to get an order! When these salesmen have finally finished their lugubrious recital of the country going to Hell, I answer that question and tell them the truth. I tell them that business is really good and they seem surprised.

I think only one salesman has called on me within the last sixty days who did not have a sad story. If I had an order to place, I think you could guess which salesman would get the business. Isn't it better to go into a dealer with enthusiasm—with business expectancy—and then plug for an order, than it is to spend the time talking about how bad business is? Salesmanship will produce better business today because the American people have not retired from the market. *Let's talk business and do business and quit asking the question "How is your business?"*

Probably everyone on the sales side of business has run into a substantial dose of pessimistic salesmanship such as that encountered by Mr. Ingram. But perhaps sales executives and salesmen have failed to realize the great harm done through the composite activities of such pessimistic salesmen. We suggest that every sales executive in the country put a "must" in his program for the managing of salesmen and that this "must" be aimed at the elimination of defeatist talk by salesmen across the whole front of American industry. Such a concerted movement is certain to redound to the benefit of all companies as well as to the country as a whole. It may seem a comparatively small detail, but it is one that should be handled on a universal basis to expedite the currently rising tide of business.

SHOULD BUSINESS TAKE OVER RELIEF? An idea recently espoused by C. N. Cahill, general manager, Autopoint Co., may be somewhat startling but it certainly contains enough realism to justify consideration by those who are striving to develop leadership for business as a whole. In a recent letter to us, he says in part:

The fact remains that anyone who looks like he might be employed but is not, is called one of the unemployed and is put on the Governmental relief roll. Now this relief roll is really a payroll for the business men of the United States although the business men don't have the job of paying the money direct or

knowing exactly where it goes and how much. Therefore, wouldn't it be better common sense and good business judgment for all businesses in the United States to agree mutually with each other to take on about 10% additional employees even though those employees do not do anything but run up and down the street hollering "prosperity is in the air"—and pay these so-called unemployed people whatever they prove themselves to be worth after starting them out with a small wage to keep the wolf away from the door. This direct and simple procedure certainly could not cost the business men of the country and the consumers who have to pay the cost of the business men as much as the indirect method of paying through the Federal Government, as is now being done.

Certainly this suggestion poses a real question for business leaders to think about. It is pretty well recognized that sound recovery can be premised only upon a return of the unemployed employables to the private payroll. Perhaps then there is real merit in the idea that business men who pay the cost in any event should take the bit into their own teeth.

A NEW ANGLE IN PUBLIC RELATIONS: Under the auspices of the National Retail Dry Goods Association, retail stores in all parts of the country are planning to devote a week in the latter part of September to what is termed "A National Retail Demonstration." The plan calls for stocking attractive merchandise, arranging special displays and otherwise dressing up stores for public inspection. The plan further calls for institutional advertising in newspapers and via other means with a view to making 130,000,000 consumers more completely conscious of the important function which retail stores play in the American economic and social set-up.

All classes of stores, whether belonging to the sponsoring association or not, will be asked to participate toward creating a more intelligent realization of what retailing means in terms of economic progress. The real aim is to get every merchant to popularize not only what he is offering for sale but also his place in American life. Coming as it will after the cut-price sales of the late Summer season, this new concerted public relations program of the retail side of American business is expected to contribute substantially to the recovery movement now under way.

This national demonstration also stands as further evidence that business of all kinds is becoming increasingly conscious of the modern necessity of educating the public to look toward business not alone as a purveyor of goods and services but also as the real base on which national prosperity must at all times be premised.





"HELL'S BELLS! HERE'S YOUR MARKET"

(Scene: Conference room. A new promotional campaign has just been shown to Hearst International Advertising Service salesmen. Theme: "For Everybody-Appeal, Use the Herald and Examiner and Evening American.")

1st Salesman: "Sure is pretty."

2nd Salesman: "Yeah. Pretty."

(Pause.)

3rd Salesman: "Too pretty! . . . Look—let's talk turkey. Hell's bells—for nine out of ten advertisers, *Chicago's* their market, not Hobbs Center . . .

"Nine out of ten of them *used* to concentrate where the potential was heavy. That's how they *grew*!

"Cripes! Nine out of ten of them ought to *triple* their appropriations in Chicago. Why, this is the nation's second market, selling three and a half billion bucks in retail goods a year. A million families clamoring to buy, quick to accept *new* things, and making more money in a week than a lot of states make in a year. There's more actual profit to be made

by a salesman routed on our Western Avenue than could be made on the whole length of the Lincoln Highway.

"Remind them they can sell *carloads* in Chicago. Then is time enough to tell them *how*! With more than 700,000 circulation in the optional combination of the Herald and Examiner and the Evening American that they can buy for a buck a line, and with over 900,000 in the Sunday Herald and Examiner at a dollar-ten—well, it's as big a natural as Chicago itself is.

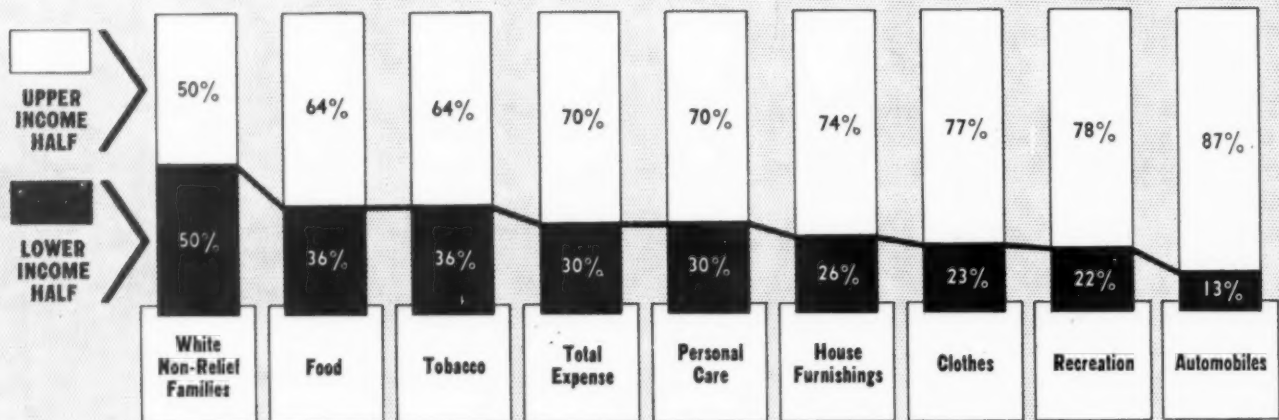
"Chicago's a town *worth* covering *thoroughly*, and they've got to use the two Hearst papers in this town to do it!"

For sane, conscientious analysis of markets in helping you to plan a selling campaign, write or phone the nearest office of Hearst International Advertising Service, Rodney E. Boone, General Manager, Chicago Herald and Examiner, Chicago Evening American.

guide

TO PROFITABLE SELLING IN NEW YORK

COMPARISON OF EXPENDITURES OF NEW YORK CITY FAMILIES DIVIDED INTO HALVES BY INCOME



Any sales manager who asks himself, "What New York families really build volume markets?" can find the answer in the chart above. It is based on the complete, authoritative, illuminating Consumer Purchase Survey, just completed by the Department of Labor.

Families in the upper-income half of the market buy two to seven times as much as families in the lower-income half. And that is one reason why The New

York Times is so tremendously productive for advertisers in the nation's greatest market — because The Times large volume of circulation is largely concentrated in the active-buying half of the market. May we give you New York market facts to help you find more profits here?

A summary of the Consumer Purchase Survey figures for New York, pointing out the distribution of expenditure by income groups for 15 important items of family budget, has been made by The Times Market Research Department. Copies are available without charge to executives requesting them. Address: The New York Times, Market Research Department, Times Square, N. Y.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"